

**U.S. Department of Education**  
**Washington, D.C. 20202-5335**



**APPLICATION FOR GRANTS**  
**UNDER THE**

**Centers for International Business Education**

**CFDA # 84.220A**

**PR/Award # P220A140011**

**Grants.gov Tracking#: GRANT11692942**

OMB No. , Expiration Date:

Closing Date: Jul 03, 2014

## **\*\*Table of Contents\*\***

<b>Form</b>	<b>Page</b>
<b>1. Application for Federal Assistance SF-424</b>	e3
<b>2. Assurances Non-Construction Programs (SF 424B)</b>	e6
<b>3. Disclosure Of Lobbying Activities (SF-LLL)</b>	e8
<b>4. ED GEPA427 Form</b>	e9
Attachment - 1 (Section_427_GEPA_For_CIBER_2014_20181023382299)	e10
<b>5. Grants.gov Lobbying Form</b>	e14
<b>6. ED Abstract Narrative Form</b>	e15
Attachment - 1 (CIBER_Abstract_June_30_2014_revised_after_Nick_comments_Final1023495583)	e16
<b>7. Project Narrative Form</b>	e17
Attachment - 1 (ProjectNarrative1023495665)	e18
<b>8. Other Narrative Form</b>	e77
Attachment - 1 (Advisory_Council_Members_20141023495666)	e78
Attachment - 2 (Supp_Mat_2_CIBE_Assurance_Form_and_Letters_of_Support1023495607)	e82
Attachment - 3 (Supp_Materials_3_Meeting_the_purpose_of_the_authorizing_statute1023495608)	e89
Attachment - 4 (Supp_Materials_4_Significance_and_Project_Design1023495609)	e108
Attachment - 5	e116
(Supp_Materials_5_Organizational_Chart_and_OSU_CIBE_Mgt_Plan_and_Timeline_Final1023495652)	
Attachment - 6 (Supp_Materials_6_Faculty_CVs1023495653)	e133
Attachment - 7 (Supp_Materials_7_Budget_Notes_Final1023495654)	e151
Attachment - 8 (Supp_Mat_8_Evaluation_Plan1023495655)	e154
<b>9. Budget Narrative Form</b>	e167
Attachment - 1 (Budget_Narrative_Detailed_Budget_2014_20181023382144)	e168
<b>10. Form ED_524_Budget_1_2-V1.2.pdf</b>	e181
<b>11. Form ED_SF424_Supplement_1_2-V1.2.pdf</b>	e183

This application was generated using the PDF functionality. The PDF functionality automatically numbers the pages in this application. Some pages/sections of this application may contain 2 sets of page numbers, one set created by the applicant and the other set created by e-Application's PDF functionality. Page numbers created by the e-Application PDF functionality will be preceded by the letter e (for example, e1, e2, e3, etc.).

## Application for Federal Assistance SF-424

\* 1. Type of Submission:

- ☐ Preapplication  
☒ Application  
☐ Changed/Corrected Application

\* 2. Type of Application:

- ☒ New  
☐ Continuation  
☐ Revision

\* If Revision, select appropriate letter(s):

\* Other (Specify):

\* 3. Date Received:

07/01/2014

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

### 8. APPLICANT INFORMATION:

\* a. Legal Name:

The Ohio State University

\* b. Employer/Taxpayer Identification Number (EIN/TIN):

316025986

\* c. Organizational DUNS:

832127323

### d. Address:

\* Street1:

1960 Kenny Road

Street2:

\* City:

Columbus

County/Parish:

Franklin

\* State:

OH: Ohio

Province:

\* Country:

USA: UNITED STATES

\* Zip / Postal Code:

43210-1016

### e. Organizational Unit:

Department Name:

Division Name:

### f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

\* First Name:

Kari

Middle Name:

\* Last Name:

Uhl

Suffix:

Title:

Assistant Director

Organizational Affiliation:

The Ohio State University

\* Telephone Number:

614-292-6435

Fax Number:

614-292-4315

\* Email:

uhl.11@osu.edu

## Application for Federal Assistance SF-424

### \* 9. Type of Applicant 1: Select Applicant Type:

H: Public/State Controlled Institution of Higher Education

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

### \* 10. Name of Federal Agency:

Department of Education

### 11. Catalog of Federal Domestic Assistance Number:

84.220

CFDA Title:

Centers for International Business Education

### \* 12. Funding Opportunity Number:

ED-GRANTS-060314-001

\* Title:

Office of Postsecondary Education (OPE): Center for International Business Education Program CFDA Number 84.220A

### 13. Competition Identification Number:

84-220A2014-1

Title:

### 14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

### \* 15. Descriptive Title of Applicant's Project:

Developing a Globally Competent Workforce

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments



**Application for Federal Assistance SF-424****16. Congressional Districts Of:**

\* a. Applicant OH-003

\* b. Program/Project OH-003

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

**17. Proposed Project:**

\* a. Start Date: 10/01/2014

\* b. End Date: 09/30/2018

**18. Estimated Funding (\$):**

* a. Federal	1,283,004.00
* b. Applicant	3,278,982.00
* c. State	0.00
* d. Local	0.00
* e. Other	0.00
* f. Program Income	0.00
* g. TOTAL	4,561,986.00

**\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☒ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☐ c. Program is not covered by E.O. 12372.

**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

**21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ \*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix:  \* First Name: Kari

Middle Name:

\* Last Name: Uhl

Suffix:

\* Title: Assistant Director

\* Telephone Number: 614-292-6435

Fax Number: 614-292-4315

\* Email: uhl.11@osu.edu

\* Signature of Authorized Representative: Kari Uhl

\* Date Signed: 07/01/2014

## ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

**PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.**

**NOTE:** Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee- 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

Previous Edition Usable

Authorized for Local Reproduction

Standard Form 424B (Rev. 7-97)  
Prescribed by OMB Circular A-102

PR/Award # P220A140011

Page e6

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.
19. Will comply with the requirements of Section 106(g) of the Trafficking Victims Protection Act (TVPA) of 2000, as amended (22 U.S.C. 7104) which prohibits grant award recipients or a sub-recipient from (1) Engaging in severe forms of trafficking in persons during the period of time that the award is in effect (2) Procuring a commercial sex act during the period of time that the award is in effect or (3) Using forced labor in the performance of the award or subawards under the award.

<b>SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL</b>	<b>TITLE</b>
Kari Uhl	Assistant Director
<b>APPLICANT ORGANIZATION</b>	<b>DATE SUBMITTED</b>
The Ohio State University	07/01/2014

Standard Form 424B (Rev. 7-97) Back

# DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

Approved by OMB

0348-0046

<b>1. * Type of Federal Action:</b> <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	<b>2. * Status of Federal Action:</b> <input type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	<b>3. * Report Type:</b> <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change
<b>4. Name and Address of Reporting Entity:</b> <input checked="" type="checkbox"/> Prime <input type="checkbox"/> SubAwardee * Name <input type="text" value="The Ohio State University"/> * Street 1 <input type="text" value="1960 Kenny Road"/> Street 2 <input type="text"/> * City <input type="text" value="Columbus"/> State <input type="text" value="OH: Ohio"/> Zip <input type="text" value="43210"/> Congressional District, if known: <input type="text" value="OH-003"/>		
<b>5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime:</b>   		
<b>6. * Federal Department/Agency:</b> <input type="text" value="Department of Education"/>		<b>7. * Federal Program Name/Description:</b> <input type="text" value="Centers for International Business Education"/> CFDA Number, if applicable: <input type="text" value="84.220"/>
<b>8. Federal Action Number, if known:</b> <input type="text"/>		<b>9. Award Amount, if known:</b> \$ <input type="text"/>
<b>10. a. Name and Address of Lobbying Registrant:</b> Prefix <input type="text"/> * First Name <input type="text" value="NA"/> Middle Name <input type="text"/> * Last Name <input type="text" value="NA"/> Suffix <input type="text"/> * Street 1 <input type="text" value="NA"/> Street 2 <input type="text" value="NA"/> * City <input type="text" value="NA"/> State <input type="text" value="OH: Ohio"/> Zip <input type="text" value="43210"/>		
<b>b. Individual Performing Services</b> (including address if different from No. 10a) Prefix <input type="text"/> * First Name <input type="text" value="NA"/> Middle Name <input type="text"/> * Last Name <input type="text" value="NA"/> Suffix <input type="text"/> * Street 1 <input type="text"/> Street 2 <input type="text"/> * City <input type="text"/> State <input type="text"/> Zip <input type="text"/>		
<b>11.</b> Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.  * Signature: <input type="text" value="Kari Uhl"/> *Name: Prefix <input type="text"/> * First Name <input type="text" value="Kari"/> Middle Name <input type="text"/> * Last Name <input type="text" value="Uhl"/> Suffix <input type="text"/> Title: <input type="text" value="Assistant Director"/> Telephone No.: <input type="text" value="614-292-6435"/> Date: <input type="text" value="07/01/2014"/>		
<b>Federal Use Only:</b>		Authorized for Local Reproduction Standard Form - LLL (Rev. 7-97)

PR/Award # P220A140011

Page e8

## NOTICE TO ALL APPLICANTS

The purpose of this enclosure is to inform you about a new provision in the Department of Education's General Education Provisions Act (GEPA) that applies to applicants for new grant awards under Department programs. This provision is Section 427 of GEPA, enacted as part of the Improving America's Schools Act of 1994 (Public Law (P.L.) 103-382).

### To Whom Does This Provision Apply?

Section 427 of GEPA affects applicants for new grant awards under this program. **ALL APPLICANTS FOR NEW AWARDS MUST INCLUDE INFORMATION IN THEIR APPLICATIONS TO ADDRESS THIS NEW PROVISION IN ORDER TO RECEIVE FUNDING UNDER THIS PROGRAM.**

(If this program is a State-formula grant program, a State needs to provide this description only for projects or activities that it carries out with funds reserved for State-level uses. In addition, local school districts or other eligible applicants that apply to the State for funding need to provide this description in their applications to the State for funding. The State would be responsible for ensuring that the school district or other local entity has submitted a sufficient section 427 statement as described below.)

### What Does This Provision Require?

Section 427 requires each applicant for funds (other than an individual person) to include in its application a description of the steps the applicant proposes to take to ensure equitable access to, and participation in, its Federally-assisted program for students, teachers, and other program beneficiaries with special needs. This provision allows applicants discretion in developing the required description. The statute highlights six types of barriers that can impede equitable access or participation: gender, race, national origin, color, disability, or age. Based on local circumstances, you should determine whether these or other barriers may prevent your students, teachers, etc. from such access or participation in, the Federally-funded project or activity. The description in your application of steps to be taken to overcome these barriers need not be lengthy; you may provide a clear and succinct

description of how you plan to address those barriers that are applicable to your circumstances. In addition, the information may be provided in a single narrative, or, if appropriate, may be discussed in connection with related topics in the application.

Section 427 is not intended to duplicate the requirements of civil rights statutes, but rather to ensure that, in designing their projects, applicants for Federal funds address equity concerns that may affect the ability of certain potential beneficiaries to fully participate in the project and to achieve to high standards. Consistent with program requirements and its approved application, an applicant may use the Federal funds awarded to it to eliminate barriers it identifies.

### What are Examples of How an Applicant Might Satisfy the Requirement of This Provision?

The following examples may help illustrate how an applicant may comply with Section 427.

(1) An applicant that proposes to carry out an adult literacy project serving, among others, adults with limited English proficiency, might describe in its application how it intends to distribute a brochure about the proposed project to such potential participants in their native language.

(2) An applicant that proposes to develop instructional materials for classroom use might describe how it will make the materials available on audio tape or in braille for students who are blind.

(3) An applicant that proposes to carry out a model science program for secondary students and is concerned that girls may be less likely than boys to enroll in the course, might indicate how it intends to conduct "outreach" efforts to girls, to encourage their enrollment.

We recognize that many applicants may already be implementing effective steps to ensure equity of access and participation in their grant programs, and we appreciate your cooperation in responding to the requirements of this provision.

### Estimated Burden Statement for GEPA Requirements

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. Public reporting burden for this collection of information is estimated to average 1.5 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The obligation to respond to this collection is required to obtain or retain benefit (Public Law 103-382). Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the U.S. Department of Education, 400 Maryland Ave., SW, Washington, DC 20210-4537 or email [ICDocketMgr@ed.gov](mailto:ICDocketMgr@ed.gov) and reference the OMB Control Number 1894-0005.

**Optional - You may attach 1 file to this page.**

Section\_427\_GEPA\_For\_CIBER\_2014\_201810233

Add Attachment

Delete Attachment

View Attachment

## **SECTION 427: GEPA**

In all CIBE community and outreach programs, pro-active effort will be made to assure participation among minorities and protected classes. All events are held in facilities accessible to those with disabilities. Stipends and scholarships are regularly used as tools to boost attendance or enrollment among populations who encounter barriers to participation. The OSU-CIBE has reached an agreement with OSU's Todd A. Bell National Resource Center on the African Male and with the Frank Hale Black Cultural Center to encourage participation in CIBE programs by students served by these two centers. Office of Diversity & Inclusion Scholars are eligible for ODI Education Abroad Scholarship Program, which provides up to \$2,000 per undergraduate recipient. Special consideration is given to students going abroad for the first time. The OSU-CIBE encourages Working Professional MBA students to participate in its programs, thus assuring access to older students. The CIBE's work with the Women's President Organization likewise encourages female executives and students to become involved in CIBE programs. As part of the application process for Study Abroad programs, students are asked if they have special needs. Staff follow-up these requests individually to ensure that reasonable accommodations are provided.

Quite a few of the current proposed activities for the new CIBE grant cycle are directed specifically to under-represented minorities. The Fisher College engages in a number of programs for minority students: academic advising, counseling, scholarships, financial aid (need based), and tutoring. Summer programs in accounting, finance and business are offered to 70 minority high school students. Representatives from the college international office introduce these high school students to international opportunities so that they become aware of them even before arriving on campus as freshmen. All these programs help assure that the College's diverse

student body has access to CIBE programming. We are reaching into high schools in Collaboration with the Columbus Council on World Affairs, to community colleges, and HBCUs—all entities with substantial under-represented minorities groups.

An emphasis on encouraging, achieving, and maintaining diversity within the Fisher College is built in to each of its many goals and is incorporated in its administrative structure. The College strongly believes that diversity in programs and people merits ongoing and important attention. The College incorporates diversity goals (broadly defined) throughout the organization. Academic program chairs and all faculty share responsibility for diversity as it relates to the student body and the academic programs offered. Department chairs have primary responsibility for attracting a highly talented faculty that is diverse in demographic characteristics and in intellectual background and approach. The CIBE, in turn, makes proactive efforts to recruit diverse faculty members to lead its programs.

College support units share responsibility for maintaining diversity in their respective domains. Key people are David Harrison, a full time senior staff person who serves as Director of Minority Student Services, Francisco Gómez-Bellengé who represents the College on community and corporate initiatives designed to increase diversity, and the College's Educational and Professional Diversity committee – a group of faculty and staff which helps to define diversity related initiatives and to assess the College's progress toward them. All three are charged by the Dean to advance the diversity goals of the College. The College Educational and Professional Diversity committee has a grant program for student organizations to have programs that raise awareness of the relationship between diversity and intercultural relations with various functional areas of business.

Department chairs and program chairs report their progress to the Senior Executive Deans of the college, one of who, Anil Makhija, also serves as Principal Investigator for the CIBE. Harrison and Gómez-Bellengé also report to the Senior Executive Deans who, in turn, reports directly to the Dean of the college. Since 1992 the college has recruited 37 female and non-Asian minority tenure track faculty. Twenty now remain. As a result, from 1992-1993 to 2008-2009, the percentage of female faculty has increased from 15% to 25%. Asian American faculty now stands at 9% and non-Asian minority at 6% of full-time college faculty totals.

The Fisher College was among the first on campus to host an annual Diversity Awards banquet, and its strong efforts in the recruitment of African American graduate students has been noted in several national publications. In 2009, Fisher received the prestigious Brilliante Award for Educational Excellence from the National Society of Hispanic MBAs (NSHMBA). The College supports 14 diverse student organizations to attend annual meetings such as NSHMBA, NBMBA and Career Opportunities for Students with Disabilities.

In 1995, the College initiated a critical mentoring program for women, minority and international students. The program, which links first-year MBA students with corporate mentors from companies like the Huntington Bank, Worthington Industries, and Nationwide Insurance, was highly successful and has now been extended to all of Fisher's MBA students.

Commitment to diversity is also evident within the CIBER itself. The mix of CIBER and International Programs staff has been and continues to be diverse, including men, women, majority and minority, international and domestic members. Core International Business and International Programs staff (Shenkar, A. Makhija, M. Makhija, Oldroyd, Anand, Greenberger, Roush, Steffan, Isozaki, Eldred, Grammel, Gerhart) breaks down as follows: 7 men; 5 women; 4 minority; and 1 international. Six core staff are fluent in at least one language other than English.



Finally, all students who have disabilities work with the Office of Disabilities Services. This office engages with the faculty members to make special accommodations for exams, course materials, lecturers, etc. In so doing, the student is never put into a position of having to ask for something special for him/herself, but instead, the University has institutionalized this service. The Office of the Chief Information Officer (O-CIO) sets standards for online material that all units comply with.

## CERTIFICATION REGARDING LOBBYING

### Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

#### \* APPLICANT'S ORGANIZATION

The Ohio State University

#### \* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix:  \* First Name:  Middle Name:   
\* Last Name:  Suffix:   
\* Title:

\* SIGNATURE:

\* DATE:

## Abstract

The abstract narrative must not exceed one page and should use language that will be understood by a range of audiences. For all projects, include the project title (if applicable), goals, expected outcomes and contributions for research, policy, practice, etc. Include population to be served, as appropriate. For research applications, also include the following:

- Theoretical and conceptual background of the study (i.e., prior research that this investigation builds upon and that provides a compelling rationale for this study)
- Research issues, hypotheses and questions being addressed
- Study design including a brief description of the sample including sample size, methods, principals dependent, independent, and control variables, and the approach to data analysis.

[Note: For a non-electronic submission, include the name and address of your organization and the name, phone number and e-mail address of the contact person for this project.]

---

## You may now Close the Form

**You have attached 1 file to this page, no more files may be added. To add a different file, you must first delete the existing file.**

\* Attachment:

## ABSTRACT

The Ohio State University, Fisher College of Business CIBE Proposal 2014-2018  
Professor Anil Makhija, PI, [Makhija.1@osu.edu](mailto:Makhija.1@osu.edu)

To be competitive in today's world, the goal of this proposed CIBE is to assist in the development of a globally competent workforce in the US. We identify important, though underserved, areas of weakness in global competence in our workforce, and then address those shortfalls. Moreover, we note why the Ohio State CIBE is uniquely positioned to meet these particular needs. To accomplish our ambitious objective, which is aligned with both of the competitive preference priorities, we have a very comprehensive array of 67 planned activities. These activities are divided around two innovative foci: One, we target deserving businesses to provide their workforce requisite global skills, emphasizing export training; and two, we identify and serve distinct significant demographic groups, some only recently emergent. We purposely seek out groups with a substantial potential role in the US economy, but are missing necessary global competence. Thus, we target "middle market" firms on the business side; while on the people side, we target a cumulatively huge underserved group, which includes minority students, millennials, baby boomers, retirees, and veterans. The Ohio State CIBE has singular abilities to address the needs of these businesses and populations, serving them at a national level either directly by itself or by having collaborators share their knowledge and competencies with others.

An important, neglected segment is the "middle-market" (~200,000 firms with revenues from \$10M to \$1B), contributing a massive 1/3<sup>rd</sup> of US private sector jobs. Fisher is the home of the National Center for the Middle Market, a collaboration with GE Capital that studies this segment and trains its workforce. Our research shows that these firms are severely under-globalized, with the absence of necessary talent as a top reason. Leveraging collaborations in place (Brookings, *The Economist*, etc.) and a large research/outreach agenda, the Ohio State CIBE has national access to middle market firms to deliver programs suited to their specific needs. As a salient example, the Ohio State CIBE plans to expand the Export Internship Program (EIP) that has been identified by Ohio's Governor as already creating tangible value for businesses. Though housed at Ohio State, EIP brings in students from other universities, and we will further expand its reach to include HBCUs, community colleges and national associations.

We are also creating programs that target selected demographic groups, starting with under-represented minority students at Ohio State and at Ohio's HBCUs (e.g., Central State). In addition, we target high school students in traditional and charter schools, since waiting till college may be too late. Fisher has developed a reputation for being particularly welcoming to veterans, and we will capitalize on this with global business education programs to facilitate their entry into the marketplace. We will work with both millennials and baby boomers with tailored training programs. Fisher has exceptional expertise to create learning programs that recognize that "one size does not fit all." Complementing cultural and other global business training, we have a language lab with each program, and scholarships for students with language minors.

Finally, in order to have meaningful project evaluation programs, we intend to make a major investment to develop assessment procedures and tools that can be used by all CIBEs to judge the effectiveness both within each school, and across them. These tools will help guide us in continually improving so as to have a significant regional and national impact.

## Project Narrative File(s)

---

\* **Mandatory Project Narrative File Filename:**

Add Mandatory Project Narrative File

Delete Mandatory Project Narrative File

View Mandatory Project Narrative File

---

To add more Project Narrative File attachments, please use the attachment buttons below.

Add Optional Project Narrative File

Delete Optional Project Narrative File

View Optional Project Narrative File

**FISHER COLLEGE OF BUSINESS - - THE OHIO STATE UNIVERSITY  
CIBER 2014-2018**

**Table of Contents**

SF424	
SF424 B	
ED-524 Budget	
ED Supplement	
ED Abstract: One page	
ED GEPA 427	
Budget Narrative	
Project Narrative-I: Meeting the Purpose of the Authorizing Statue .....	1
Eligibility Requirements .....	5
Authorized Activity 1: Be a National Resource for Teaching Improved IB Techniques.....	5
Activity 1: .....	6
Activity 2: .....	6
Activity 3:.....	6
Activity 4:.....	7
Activity 5:.....	7
Activity 6:.....	7
Activity 7:.....	8
Activity 8:.....	8
Authorized Activity 2: Provide Instruction in Critical Foreign Languages and Culture .....	9
Activity 9:.....	9
Activity 10:.....	10
Activity 11:.....	10
Activity 12:.....	10
Activity 13:.....	10
Activity 14:.....	10
Authorized Activity 3: Provide Research/Training in Global Aspects of Trade and Commerce .....	11
Activity 15:.....	11
Activity 16:.....	12
Activity 17:.....	12
Activity 18:.....	12

Activity 19:.....	13
Activity 20:.....	13
Activity 21:.....	13
Authorized Activity 4: Provide Training to Students in which Center is Located .....	13
Activity 22:.....	14
Activity 23:.....	15
Activity 24:.....	15
Activity 25:.....	15
Activity 26:.....	15
Activity 27:.....	16
Activity 28:.....	16
Activity 29:.....	17
Activity 30:.....	17
Activity 31:.....	17
Activity 32:.....	18
Activity 33:.....	18
Activity 34:.....	18
Activity 35:.....	18
Authorized Activity 5: Serve as Regional Resource for Global Business .....	19
Activity 36:.....	19
Activity 37:.....	19
Activity 38:.....	20
Activity 39:.....	20
Activity 40:.....	20
Activity 41:.....	21
Activity 42:.....	21
Activity 43:.....	21
Activity 44:.....	21
Activity 45:.....	21
Activity 46:.....	22
Activity 47:.....	22
Activity 48:.....	22
Authorized Activity 6: Serve Other Faculty, Students and Instiutions of Higher Education in the Region .....	23
Activity 49:.....	23
Activity 50:.....	24
Activity 51:.....	24
Activity 52:.....	24
Activity 53:.....	24
Activity 54:.....	25
Activity 55:.....	25
Activity 56:.....	25
Activity 57:.....	25
Activity 58:.....	26
Activity 59:.....	26

Activity 60:.....	26
Activity 61:.....	26
Activity 62:.....	26
Activity 63:.....	27
Activity 64:.....	27
Activity 65:.....	27
Activity 66:.....	27
Project Narrative II: Significance .....	27
Project Narrative-III: Quality of Project Design.....	32
National Center for the Middle Market .....	32
Export Programs .....	33
Faculty Leadership.....	33
OSU Partnerships.....	34
Project Narrative-IV: Quality of Management Plan .....	34
Office of Global Business.....	34
Budget Management .....	35
Faculty Support and Leadership.....	36
Oversight and Direction .....	36
College Visibility and Investment .....	36
Planning Process .....	37
Project Narrative-V: Quality of Project Personnel .....	37
Principal and Co-Investigators .....	37
Dean's Office .....	38
CIBE and Office of Global Business Management Team .....	38
Fisher College Faculty .....	41
Key International and Community Resources .....	42
Project Narrative VI: Adequacy of Resources.....	43
Project Narrative-VII: Evaluation Plan.....	47
Objectives .....	49
Benchmarks.....	50
Training interventions.....	51
Achieving learning objectives.....	51
Changes in perceived global competencies and efficacy.....	52
Behavioral changes .....	53
Activity 67. ....	54
Project Narrative-VIII: Competitive Preference Priority 1 .....	54
Project Narrative-IX: Competitive Preference Priority 2 .....	55



Supplemental Materials 1:	
CIBER Advisory Council Members .....	1
Dean’s Advisory Council Members .....	3
Supplemental Materials 2:	
CIBE Assurance Form .....	5
Letters of Support	
Jeff Immelt, CEO, GE .....	6
Govenor John Kasich .....	7
Central State University Dean Fidelis Ikem .....	8
Senator Sherrod Brown .....	9
Senator Rob Portman .....	10
Congresswoman Joyce Beatty .....	11
Supplemental Materials 3:	
Meeting the Purpose Initiative Chart .....	12
Programmatic Requirements Chart .....	16
Collaborative Initiatives Chart .....	21
OSU Foreign Language Offerings Chart .....	26
Fisher Graduate Programs Chart .....	27
Fisher Undergraduate Programs Chart .....	28
Export Internship Progrm Company Map .....	29
Ohio Community College and University Partners Chart .....	30
International Revenue Generation Chart .....	31
International Growth Opportunities Chart .....	32
Mode of Entry Into Foreign Markets Chart .....	33
Awareness & Usage of Export Resources Chart .....	34
Supplemental Materials 4:	
Project Design Faculty Leadership Chart .....	35
International Program Committee .....	38
Supplemental Materials 5:	
CIBE and Office of Global Business Org Chart .....	39
Management Plan and 4-Year Time Line .....	40
Supplemental Materials 6: Resumes .....	56
Supplemental Materials 7: Budget Notes .....	74
Supplemental Materials 8: Evaluation Plan .....	77
Supplemental Materials 8: PMF .....	78

## **Developing a Globally Competent Workforce**

### **Project Narrative-I. Meeting the Purpose of the Authorizing Statute**

Over the past 25 years, we have seen the emergence of a global economy, characterized by rapid movement of goods and services, a global workforce, and speedy innovation and imitation. US businesses have closed as companies shifted production overseas or found their products to be noncompetitive. Even in services, staff is able to work virtually, resulting in enormous cost-savings in relocations, travel, and compensation. More importantly, companies are able to optimize the sourcing of talent from anywhere in the world. The pace with which these changes have occurred has caught US policy makers and industry leaders by surprise, and only in the past 10-15 years have we witnessed a realization that the US workforce needs to be trained for the demands of a global economy. Combined with baby-boomers' retirements and increasing diversity of the US talent pool, it is clear that to enhance the competitiveness of government, education, and industry, a more globally competent workforce is a must.

CIBEs, like that at Ohio State, have been leaders in bringing global commerce to the attention of students and faculty. Given the increasing importance of global trade, it is essential that we rethink our efforts to accelerate and broaden our impact. The OSU CIBE will build off its current activities to create innovative programs that will enhance the growth of a globally competent workforce. Talent remains a source of competitive advantage and without a globally competent talent pool, the future growth of firms and the economy as a whole will be undermined. This proposal labors to identify and address areas of weakness in global competence. We note how the Ohio State CIBE is uniquely positioned to meet these needs. For example, we highlight the need for global competence among middle market (MM) firms, an under-recognized segment that plays a vital role in the US economy and in job creation. This

Ohio State CIBE proposal is supported by the National Center for the Middle Market (NCMM) at Fisher College of Business, a joint effort with GE Capital. The NCMM examines jobs and globalization of MM firms, providing unparalleled expertise to the Ohio State CIBE.

With US budget reductions for Title VI, it is ever more essential that CIBE funds be used for maximum effect. With our current CIBER funding, we continue to develop and beta-test new programs (like our Export Internship Program), but looking ahead, the effectiveness of our efforts has to be judged by how programs scale. That is, our ability to increase the number of students, faculty (also at other schools), and executives that we train has to increase significantly and these individuals need to develop networks that will support their international efforts.

There is no more appropriate place to develop these programs and templates than in a “rustbelt” state. The Ohio economy is a microcosm of the US with presence in manufacturing, services, logistics, agribusiness, and mining (oil, now, as well as coal). Yet, Ohio residents face special challenges in developing global competencies. Ohio is landlocked, and is not a port-of-entry either for goods or for people (i.e., immigration). To individuals in our region, globalization is not as salient as it is to those living on the coasts. Programs designed for those with the least global consciousness would be the most scalable to the rest of the country. A June 20, 2014 article in *The Columbus Dispatch* indicated that “exports as a share of the Columbus economy are below those for many other cities in Ohio and the Midwest.” Moreover, Midwest and Northeast cities face talent out-migration, which exacerbates the problem.

Below, we outline key initiatives to strengthen global competencies in our workforce, by: (1) growing globalization skills in US MM firms, (2) developing exporting skills, (3) evolving global training programs aligned with US demographic and cultural diversity, and (4) building

programs that are tailor-made according to learning needs, (5) paying attention to global cultural differences, and (6) leveraging partnerships to maximize reach and depth of global training.

First, data suggest that much of the current and future job growth comes not from the smallest or largest firms but instead from the “middle market” defined as \$10M-\$1B in annual revenue. Though only 3% of all US firms (200,000 out of 6 million), the MM contributes nearly one-third of all private sector jobs. Yet, the focus of academics, policymakers, and industry trade associations has been large or small firms, while the MM was largely ignored. One reason is that MM firms are overwhelmingly private, held by families and private equity firms. Fisher’s NCMM is focused on this segment. As the NCMM Academic Director, Professor Anil Makhija (P.I. on this proposal), presents the Center’s quarterly surveys on the health of this sector and future job growth projections. A recent Center release stated that 50% of future jobs would come from the MM. Yet, research shows that MM firms have fallen behind on staff training, likely due to lack of scale and resources. The OSU CIBE can help fill this gap for global training.

Second, irrespective of size of business, competitiveness will increasingly be assessed by one metric: exports. The balance-of-payment deficit that the US is incurring is not sustainable. To offset the attractiveness of cheap goods from abroad, American businesses must not only maintain their ability to innovate, but also develop their export skills. Fisher, through the current OSU CIBER, developed partnerships with the state, regional businesses, and students to train businesses for exporting, including the matching and placing of both OSU and non-OSU students with businesses in our export internship program. Also, our faculty continually works on learning about export challenges and mechanisms to overcome them. For example, the NCMM is currently engaged with the Brookings Institution on a study of export challenges and remedies.

Third, the nature of the US workforce is rapidly changing. Baby boomers are retiring at an accelerating rate, leaving huge holes in firms' organizational charts. . The replacement workforce will be younger, have different work perspectives, be composed of more minorities, and will search for interesting experiences transferable to the next exciting position. Thus, "learning" programs are less likely to be successful if they are "one-size-fits-all." In addition, baby boomers are likely to stay in the workforce longer, and will need to update their skills and gain global competencies. OSU is well positioned to address these diverse needs with an outstanding human resource group, led by Professor Ray Noe, an expert on learning systems.

Fourth, learning programs need to be tailored not only to life stage, but also to the increasingly diverse workforce. The various ethnic, racial, and cultural groups are expected to respond best to learning programs that are adapted to their experiences. For some groups, it also means reaching them at an earlier age, as, for example, the Big Four accounting firms are doing when they reach out to African-American students in middle and high schools. One of the most important communities that needs assistance in growing their skill set are returning veterans, who suffer an unemployment rate averaging more than two percentage points above that of non-veterans (US Department of Labor data). A vast majority of these veterans have been deployed overseas and, as such, are attuned to but not trained on global issues. Fisher has recently been cited as the second most veteran-friendly MBA program nationally, providing a springboard to engage this group in international programs. Fisher has worked with Historically Black Colleges and Universities, and both such institutions in Ohio participate in the OSU CIBE proposal.

Fifth, we need to understand cultural differences to tailor behavior to different cultures. One of our faculty members, Professor Oded Shenkar who is a resident expert on this topic, published a lead article in *Journal of International Business Studies*, last year, that revisits the

issue of cultural distance. He suggests that to understand individuals from different cultures, one must consider a multitude of dimensions rather than relying upon traditional models and formulas. Fisher houses one of the largest dedicated International Business groups in the US and will translate research into new programs that address cultural differences.

Sixth, to maximize the global impact, the Ohio State CIBE plans to continue to partner with regional outreach programs that invest in career readiness. For example, Columbus Mayor Michael Coleman plans to invest \$1.5 million in a FastPath Program with Columbus State Community College to develop necessary skills to meet today’s workforce needs. Fisher will play an important role in that effort. With CIBER’s support, a partnership has been formed with the Columbus Council on World Affairs, via events such as Global Issues Days, Youth Forums, and the Global Scholars Diploma Program. We intend to expand our career-readiness collaborations with other regional Councils on World Affairs throughout Ohio.

### **Eligibility Requirements**

In Supplemental Materials--3, please find a summary table that relates our six types of planned activities with the legislative requirements established by the CIBE authorizing statute. Listed on the left are the six types of “authorized activities.” The table aims to show that each of the proposed activities fulfills at least one (in many cases, more) statutory requirement. Note that we place an “X” if it satisfies a particular statutory requirement; the final four columns of the table show what activities correspond to the competitive preference and invitational priorities.

Activities that flow from the six initiatives are organized below under the eligibility requirements for the CIBE grants:

#### **Authorized Activity 1: Be a national resource for the teaching of improved IB technique**

Over the next 3-4 decades, the US population will not only increase to nearly 350M

but its demographics will change. One significant change will be an increase in the working population, growing over 40% (in contrast to countries such as Japan and China where it is expected to decline). The US minority population, which is currently at 30%, will become the majority by 2050. Latino and Asian populations should each triple in this period and the number of immigrants will continue to rise. Even in Ohio, the Latino population has increased over 63% in the past 14 years. Also, the US population will become older.

To have a national impact in developing leading-edge techniques, strategies, and methodologies, we must go beyond the traditional university environment. For example, charter schools address students' different learning styles, especially those of minority populations. We can learn from them, but also help them develop learning activities unique for the diverse groups.

**Activity 1:** Co-sponsor Global Scholars Diploma High School Program. The GlobalEd Network of Central Ohio has been strategic in developing an educational consortium to increase the number of globally competent high school graduates from Central Ohio schools. Uniquely, with collaborative resource sharing and training, we will increase the number of globally aware and competent high school graduates from the Central Ohio area and then the rest of the state.

**Activity 2:** Offer Global Curriculum Development Seminars to High School Teachers. Through the GlobalEd Network, we plan to offer seminars to high school teachers, targeting under-represented minorities who teach courses related to international business, trade, and exports. Through this effort, teachers can develop knowledge that enhances high school curriculum offered to students who plan to attend four-year and two-year educational institutions, as well as prepare those who plan to directly enter the workforce.

**Activity 3:** Enhance Fisher Global Perspectives Program for Minority High School Students. Fisher developed a program that infuses international issues into pre-college education

programs to help young students and their teachers understand the importance of global issues. This specialized outreach involves partnerships with community organizations, local school districts, businesses, and state agencies. The Global Perspectives Program invites high school students from at-risk high schools and OSU's Young Scholars Program (YSP) to a three-part interactive series that highlights global entrepreneurship, defines emerging global markets, and builds global awareness. We plan to scale this program in size and have students work with faculty and MBAs preparing a business plan to gain understanding of global business problems.

**Activity 4:** Create International Projects with the Metro School in Columbus. The Metro School is a STEM middle and high school that is a partnership between Ohio State and Battelle Memorial Institute. The school draws students from the Columbus region where 40% of the student body is comprised of under-represented minority groups. The CIBE faculty and staff plan to mentor the students on global business projects that focus on middle-market firm exporting.

**Activity 5:** Partner with Young Scholars Program. Ohio State's YSP improves pre-college preparation, retention, and degree completion in academically gifted first-generation students with financial need from nine of the largest urban school districts in Ohio: Akron, Canton, Cincinnati, Cleveland, Columbus, Dayton, Lorain, Toledo, and Youngstown. YSP has supported more than 4,000 pre-collegiate and undergraduate scholars. Ohio State's CIBE will continue to collaborate in creating global awareness as part of academic preparation.

**Activity 6:** Develop New Collaborations with Historically Black Colleges and Universities (HBCU). Ohio is fortunate to have two such schools near the Ohio State campus: Wilberforce University and Central State University. Wilberforce was the first African-American owned and operated US college, with distinguished faculty such as W.E.B Du Bois. Administrators from both schools will collaborate on programs that involve students and faculty



from both schools. Starting in the first year, students from Central State may participate in courses and programs, such as the export internship program (see the letter from Dean Ikem in support of our collaboration). Faculty from both HBCU schools will be invited to participate in master training at Ohio State. Finally, with their collaboration, we will plan to bring programs involving leading business people and their alumni who are involved in global trade to their schools to make presentations and meet with students. In later years, we will jointly work to develop templates they can offer to other HBCUs.

**Activity 7. Developing Online High School Curriculum.** Ohio has been one of the most active states in developing charter/community schools. One example is Trecia Digital Academy (TDA), a consortium of 35 school districts throughout Ohio to serve students who need a different educational approach. Whereas current curriculum is traditional, we will collaborate with TDA to develop an online international curriculum to expand the students' global perspective. Additionally, faculty and students from Ohio State will work with these students, a significant number of whom are minorities, on projects. Finally, we will facilitate interactions with the students and the business community that engage in global trade.

**Activity 8: Co-Sponsor Internationalizing Doctoral Education in Business (IDEB) Program.** IDEB will be offered as a two-day professional development program for doctoral students in business or a related field. The purposes of IDEB are to assist in the globalization of business doctoral programs nationwide; infuse a new generation of doctoral students with an international perspective; and support doctoral candidates with international dissertation topics. The biennial event gathers about 80 doctoral candidates from the nation's leading business schools. As a University consortium, the overall objective is to encourage future academics to integrate international, cross-cultural, and comparative perspectives into their professional agenda—both

teaching and research. The intent of the organizers is to specifically target the Minority Serving Institutions' participation by offering scholarships to facilitate inclusion.

**Authorized Activity 2: Provide instruction in critical foreign languages and culture.**

Knowing a foreign language is an essential tool in international business, assisting not only in communications but also in understanding a country's culture and showing commitment. Too few US students engage in foreign language study. Of the 6000 undergraduate business majors who graduated over 4 years from Fisher, only 300 minored in a foreign language. Over 70% said they better understood world cultures; 36% had improved their foreign language skills.

**Activity 9: Provide Cultural and Language Training.** One of the activities we intend to promote involves the business application of national culture variations. Professor Oded Shenkar, who, with Professor Simi Ronen of Tel-Aviv University, is currently writing a book on the clustering of national cultures. Based on the framework they developed, we intend to offer classes and workshops for businesses that operate (or intend to operate) internationally, which would be consistent with research showing that lack of knowledge, including on cultural variation, is a major obstacle to the internationalization of small and MM companies. Language is equally important. OSU offers over 1,100 course sections in 40 languages during the fall and spring semesters (See Supplemental Materials-3). There also are numerous individualized instruction opportunities where students can enhance their language skills. Each Fisher course that involves global travel will incorporate a basic language lab as part of the pre-departure preparation to acquaint students with relevant terms and provide a platform to study the language more deeply. Conversation partners from the current international student population and Area Studies Centers will also provide more language preparation. An intriguing strength in language possibilities is Arabic, where OSU currently graduates 7% of Arabic majors from all US

universities. Given the growing importance of the Middle East and Sub-Saharan Africa, especially to the oil and gas industry, this would be a fitting language for students to study.

**Activity 10:** Include Language Prep prior to Global Labs. As part of the in-depth, pre-departure preparation for our global programs, each program will include basic language training to aid participants in assimilating into a culture. Portuguese, Mandarin, Arabic, German, and Spanish will be included as students prepare for internships, projects, or global travel to those locations.

**Activity 11:** Offer Language Scholarship. We will offer students who minor in a foreign language a scholarship when they travel as part of Fisher's global programs.

**Activity 12:** Encourage More Foreign Language and Area Studies (FLAS) Participation. We will encourage FLAS Fellowship program participation that provides funding to eligible undergraduate and graduate students who seek training in modern foreign languages.

**Activity 13:** Enhance Partnerships with Area Studies Centers. Ohio State is home to six Area Studies Centers: African, Latin American, Slavic/East European, Middle Eastern, and East Asian, the latter housing Institutes for Chinese, Japanese, and Korean Studies. The East Asian Studies Center has helped Ohio State students receive US Department of State Critical Language Scholarships (CLS) that enhance language proficiency via intensive overseas study. Ohio State's CIBE partners work closely with the East Asian Language Center to expand the high school Global Scholars Diploma program, and co-host distinguished speakers who come to campus.

**Activity 14:** Co-Sponsor Language Conference. We will co-sponsor the National CIBER Business Language Conference with other CIBERs. This conference provides an exchange of ideas about making the teaching of business language and culture a priority in the academic setting.

### **Authorized Activity 3: Provide research/training in global aspects of trade and commerce**

Over the past 20 years, Ohio State's CIBER has funded the faculty and doctoral student research of different business disciplines, ranging from international business and organization behavior to marketing and supply chain management. For example, a study by Professors John Gray, Ken Boyer and Brett Masimino, Department of Management Sciences, focuses on the relationship between international strategic alliances and product performance. Another project by Professor Robert Lount, Department of Management and Human Resources, (published in the *Academy of Management Journal*), conducted a field experiment of a social entrepreneurship activity in Nicaragua. A substantial number of the funded projects are interdisciplinary, so a fruitful byproduct of the program has been to encourage cross-functional, integrative research that is vital in international business. An example of such a project is research on cross-border mergers and acquisitions by Professor Anil Makhija, Department of Finance, and Professor Oded Shenkar, Department of Management and Human Resources. This study combined concepts and tools from international business (e.g., measurement of national cultures) with those from finance (e.g., measurement of premiums) to offer an integrative framework for analyzing M&As.

The goal in this next four-year cycle is to use competitive awards to grow the number of faculty engaged in international research while focusing on key topics, like the MM.

#### **Activity 15: Collaborate with the National Center for the Middle Market.**

1. Fund Global Research. Many of the projects sponsored and funded by the NCMM are global in nature and we will continue to add more. One project is looking at the cross-border alliances of MM firms in China; another is a study of European mergers and acquisitions as a way to reduce the financial constraints of MM firms.

2. Enhance Globalization of MM Firms. Together with the Economist Intelligence Unit (EIU), the NCMM conducted a survey on the internationalization of MM firms that examined their views on global expansion areas and modes, and barriers for such expansion. Departing from past research, the survey was directed not only at MM firms that are already in international markets but also at MM firms that currently have no international activities.
3. Enhance Exports of MM Firms. In cooperation with the Brookings Institution, the NCMM is in the process of preparing a survey of MM firms in different parts of the country that will combine the EIU survey with a number of similar surveys conducted by Brookings, producing a single, comprehensive instrument to gauge MM exports.
4. Draw Attention to Globalization Challenges of MM Firms. Because information on the MM has been scarce, work done by the NCMM provides a platform for Ohio State's CIBE to bring attention to global issues. Work by the NCMM appears in top media, e.g., *The New York Times*, *The Wall Street Journal*, *The Economist*, *Financial Times*, *Bloomberg Businessweek*, *Huffington Post*, *Washington Post*, *NPR*, *CNN*. The NCMM has also teamed up with the Association for Corporate Growth, to have a Congress-approved MM Caucus.

**Activity 16: Expand Research Program.** We will offer Faculty Global Research Awards to Ohio State, Central State University and Wilberforce University (HBCU), and community college faculty as part of matching research grants for Ohio State. Faculty competes to receive research awards that expand research in compelling global topics.

**Activity 17: Sponsor Summer Research for Minority Students.** The Summer Research Opportunity Program (SROP) enables minority students to work on research with our faculty.

**Activity 18: Expand Research Network on Global Business Topics.** The NCMM has sponsored research on the MM segment, including several projects on global issues. Research

has not been restricted to Fisher faculty, a policy Ohio State's CIBE will also continue. Thus far, researchers have come from University of Chicago, Duke University, Columbia University, University of Maryland, University of Minnesota, University of Cambridge, and others.

**Activity 19:** Develop Micro-Enterprise Programs for Immigrant Groups. Columbus has the second largest Somali immigrant community in the US. Working with community leaders, we will offer micro-enterprise programs to encourage the formation of small businesses. We will reach out to the other large immigrant communities in the region, such as Nepalese and Mexican.

**Activity 20:** Create Post-Retirement Global Business Training Programs. As baby boomers retire, many will find they still desire to work or lack sufficient savings. AARP estimates 80% of baby boomers will keep working either part- or full-time past retirement age. Ohio State allows those over 60 to audit courses for free. These individuals have great knowledge in business but are often not nearly as cognizant of global trade so having this additional knowledge could open opportunities for them. We will offer this population a broad array of global business courses, including field study trips abroad. China and Israel, destinations already visited, are examples.

**Activity 21.** Create Global Awareness Coaching Programs for Millennials. A member of our business community, John Schaffner, who had been head of talent for Abercrombie & Fitch and has been teaching at Fisher, is working on a book on coaching millennials. We currently are developing a coaching program for this group and one key component will be global insights. We would propose to take a subset of this group on an international program to Southeast Asia.

**Authorized Activity 4: Provide training to students in which a center is located**

Fisher understands the need to strengthen America's economy, support additional jobs in the US and the State of Ohio, and ensure long-term, sustainable growth through strategies to promote exports. According to the US Department of Commerce, national initiatives currently

exist to improve conditions that directly affect the private sector's ability to export, remove trade barriers abroad, and help firms of all sizes overcome hurdles to enter new markets.

The US exported nearly \$2.3 trillion worth of products and services in 2013. Now more than at any time in our history, Americans are selling more US goods and services to the 95 percent of worldwide consumers who live outside of our borders. For every \$1 billion in exports, 5,600 jobs are created or supported and those jobs are paid about 18% higher than the average wage (US Department of Commerce). Yet, only 8% of Ohio's total private-sector manufacturing employment is linked to exports. Wages for export-oriented jobs in the Central Ohio region are 69% higher than the regional average, meaning that boosting export-related goods and services will continue to create high-quality jobs. Thus, there is much work to be done, and creating a globally competent workforce is a priority for many stakeholders.

Below we propose strategic activities that will help not only Ohio's higher-education institutions (including community colleges) to build the nation's capacity in increasing employment opportunities, but also aid small and medium-sized companies as they compete in the global marketplace. Finally, a major emphasis that cuts across our programs has been to infuse our international activities with a project component. While Competitive Preference Priority 1 was only recently articulated, Fisher has been moving in this direction and a high percentage of our courses are project based. We believe that this not only gives students memorable experiences, but also increases their value to prospective employers.

**Activity 22:** Expand Current Undergraduate Export Internship Program. The Ohio State CIBER partners with the State of Ohio Development Services Agency to teach both Ohio State and non-Ohio State students about exporting by participating in a specialized export curriculum on topics such as global market analysis, identification of export partners, international pricing,

logistics, and supply chain network expansion. These students are matched with small to medium-sized Ohio companies across the state in a variety of sectors to serve as summer interns.

**Activity 23:** Create a Specialized Export Industry Cluster. We will create a cluster of our best undergraduates and deliver in-depth knowledge about the trade/export sector. A year-long academic curriculum provides students the opportunity to learn from experts and participate in a summer internship where classroom knowledge is applied to Ohio firms.

**Activity 24:** Create an MBA Export Internship Program. Building upon our work with the state, we would scale this to match graduate students with Ohio-based companies where they work on a project and provide in-depth strategic analyses of export-related opportunities for companies that do not have the capabilities to increase presence in the global marketplace.

**Activity 25:** Teach Global Aspects of MM Business Course. With involvement of Ohio State's CIBE, we will add global content and project work to the very first MM cluster course offered to undergraduates. This will fulfill the need for globally trained workers in the MM.

**Activity 26:** Expand Veteran Training in Trade and Commerce. Our military-friendly MBA program offers service people the tools to make a smooth transition. Fisher has been rated a Military Friendly School by *G.I. Jobs* and Ohio State is recognized as one of the most veteran-friendly universities in the nation by *Military Times* magazine. OSU is also an official partner of the Tillman Military Scholars program, offering education scholarships for veterans, active-duty service members and spouses. In addition, the Fisher Vet. Assn. is dedicated to recruiting special military candidates to Fisher and preparing them for leading roles in the community while giving back to those currently engaged in combat operations. Activities include:

1. Veterans returning from overseas assignments had been given cultural training prior to their deployment (e.g., the Army's Training and Doctrine Command Culture Center) and have unique



experiences from these assignments. We will develop a “speakers’ bureau” for these returning vets to talk to other students about being stationed in foreign countries.

2. At first working with our student groups and Ohio-based companies that have an international project, we will develop special projects on which groups of veterans can work collaboratively.
3. We will offer a select group of servicemen scholarships on courses in the GAP (Global Applied Projects) program and the Export Internship class (undergraduate).

**Activity 27: Increase Undergraduate Global Lab Options.** Fisher offers courses with in-country global labs to familiarize undergraduates with the fundamentals of global business. A course includes in-depth academic preparation, cultural awareness, and language. Students will be given access to instruction in Portuguese, Spanish, Mandarin, and Arabic to prepare them for their global lab experiences. High-achieving freshmen admitted directly to Fisher can take their International Business core class early in a special section that prepares them to participate in the Freshman Global Lab-Eastern Europe (Turkey, Hungary, Greece, Cyprus) program or the Freshman Global Lab-Western Europe (U.K., Belgium, Germany, The Netherlands) program.

Additionally, the following locations are currently offered for second, third, and fourth-year undergraduate students: Brazil; Denmark; Singapore; Poland; and Czech Republic. Other programs are currently being planned specifically for Fisher’s Industry Cluster programs (e.g., Energy/Sustainability, Manufacturing, Business Analytics, and Consulting).

**Activity 28: Increase Under-Represented Minority Student Scholarships.** Following on OSU’s and Fisher’s strong commitment to diversity, the OSU CIBE will increase opportunities for under-represented minorities to expand their global awareness. Global scholarships will be available in many of our global programs, with students especially encouraged to participate in strategic locations that are part of our Summer Global Internship Programs. Students will gain

global work experience that can be leveraged as they enter the workforce. Global Scholarships will also be available to business students from Ohio's two HBCUs, Central State University and Wilberforce University, to participate in Fisher's global programs.

**Activity 29:** Sponsor Minority Students for Global Leadership Skills. We will collaborate with Ohio State's Office of Diversity and Inclusion to sponsor under-represented minority students to participate in programming that expands their global perspective. In particular, the Ohio State Bell National Resource Center on the African-American Male, which provides programming to improve retention and graduation rates for this group of undergraduates, offers a leadership institute where we will create a piece to expand global leadership skills.

**Activity 30:** Sponsor Students to Participate in Ohio State's One-Health Partnership. We will sponsor students to participate in the One-Health Partnership. This collaboration includes the university's health science programs, with primary leadership provided by the College of Veterinary Medicine. Further, the University of Gondar in Ethiopia provides MBA and undergraduates opportunities to work on projects that bring together multiple disciplines locally, nationally, and globally to attain optimal health for people, animals, plants, and the environment. Scholarships will be provided to under-represented minority students to encourage participation.

**Activity 31:** Sponsor an Undergraduate Social Entrepreneurship Project. We will sponsor an undergraduate social entrepreneur consulting project with an African focus to include microfinance, public health, or logistics/supply chain as part of the interdisciplinary Ghana Sustainable Change Program, co-sponsored by the College of Engineering, Center for African Studies, School of Environmental and Natural Resources, and the Office of International Affairs. Scholarships will be given to under-represented minorities to encourage participation.

**Activity 32: Sponsor Undergraduate Global Case Competition Participation.** A group of undergraduates will participate in a global case competition with the Rotterdam School of Management at Erasmus University, a Fisher exchange partner, in which Fisher's Industry Clusters students will travel to The Netherlands to compete.

**Activity 33: Increase Fisher Summer Global Internship Participation.** As a result of recruiter demand for students to be culturally aware and understand global business, eligible undergraduate students have access to the Summer Global Internship Program. This eight-week program matches students with a global company to work in real world, team-based global environments. Current locations include Hong Kong, Singapore, Australia, Germany, Spain, and the UK. Chile, Brazil, Turkey, and India will be future locations. Students also have internship opportunities during the summer through Ohio State's China Gateway Office in Shanghai.

**Activity 34: Create Global Option in Business Transcript Designation (GO Business).** The Global Option in Business is a curriculum enhancement program via which Fisher students acquire international expertise recorded on their transcript as special designation without adding time to graduation. The GO Business option is a key component of Ohio State's strategy for institutional internationalization as presented in the President and Provost's Council on Strategic Internationalization. Students participating in this program will plan an undergraduate curriculum with elements related to global dimensions. International courses, global experiences, foreign language, and culture constitute a special engagement well beyond the standard requirement for graduation.

**Activity 35: Increase Graduate Student Global Learning Programs.** In Fisher's GAP program, graduate-student consulting teams travel to locations worldwide to work on-site with client firms. Project management skills are honed as students complete their pre-departure

course, scope the project with the assistance of a subject-matter-expert faculty coach, and travel in-country for three weeks. Graduate students are also given other global options to travel during spring break as part of the Innovation Israel program, and new locations (e.g., countries in Sub-Saharan Africa and Southeast Asia) will be added. Scholarships will be provided to under-represented minority graduate students to encourage participation in this program. Additionally, a basic language and culture component to familiarize students with the native language spoken in the region in which they will travel will be included as part of the pre-departure course.

Graduate students will be encouraged to consider existing and future dual degree programs; current programs include the MBA/MS in Food Science; MBA/MA in Latin American Studies; MBA/MA in Agricultural Economics; or an MBA/MA in Foreign Language. Graduate students also have an opportunity to participate in an MBA with a Minor in Health Sciences

**Authorized Activity 5: Serve as a regional resource about global business**

Some of our most important activities, but not all, arise out of the NCMM. Our goal is to leverage our partnership with GE Capital to grow this activity and, with the addition of the CIBE, increase its impact in growing the global capabilities of these firms.

**Activity 36: Expand Global Executive Education Programs.** As indicated, based on our research, MM firms in the U.S. are woefully behind in globalization. The Ohio State CIBE will collaborate with ongoing NCMM executive education series that will include education on how to cultivate global opportunities. Besides incorporation of global content, the Ohio State CIBE will include coaches to provide feedback. For example, Prof. Oded Shenkar has advised a MM manufacturer of agricultural equipment to export to Turkey.

**Activity 37: Expand Research to Reduce Export Barriers.** We have recently formalized a two-year agreement with Brookings to jointly study barriers to export growth in MM firms. One

topic of focus for Brookings is metropolitan areas—exploring localized enablers and barriers surrounding 20 cities--regarding exports. They have observed that MM firms play a particularly salient role in this. Findings will inform the Ohio State CIBE to offer workshops to such firms on how to overcome barriers to export, and develop recommendations for policy makers (regarding EXIM, local economic development education and incentives).

**Activity 38: Benchmark Global Business Indicators.** In a quarterly survey of 1,000 MM executives, the NCMM asks questions about revenue and employment growth, investment growth and type of investment (capex, M&A, hiring, IT, etc.). Ohio State CIBE will develop and monitor globalization by means of new MM indicators. There was very limited understanding of the global activities of this sector until Fisher started this survey. The methodology will enable MM firms to benchmark against others, by comparable firms by size, industry, and geography in the global arena. Thus far, the survey has led to coverage by *The New York Times*, *The Wall Street Journal*, *Bloomberg Businessweek*, *Financial Times*, *The Economist*, *Washington Post*, *The Huffington Post*, *Fortune*, to name a few.

**Activity 39: Augment Supply Chain Resilience Tool and How to Develop More Global Capabilities.** One constraint faced by MM firms is a limited supply-chain, leaving customers and suppliers primarily in the local or regional geographies. Going abroad extends MM supply chains beyond their comfort zone. We have developed a resilience tool that tries to measure this through a set of questions about capabilities and vulnerabilities. Ohio State CIBE can augment such tools by bringing in expertise specific to different areas of the world, affecting vulnerabilities according to the diverse geographic challenges in the world today.

**Activity 40: Expand Global Summit Audience.** The NCMM hosts an annual summit that brings over 1,000 C-suite executives from MM companies to campus. Speakers included

Warren Buffet, George W. Bush, Fred Smith, Jeff Immelt, James Carville, and Roger Penske, in addition to Fisher faculty. Attached to this event, we have hosted MM researchers from the U.K., Australia, Italy, and France to discuss best practices. The plan is to expand invitations to researchers from other countries; we have been approached by parties in Korea and Japan.

**Activity 41:** Create an On-line Basic Export Seminar Series for the Business Community. This will focus on basic export functions such as global market analysis, identification of export partners, international pricing, logistics and distribution/supply chain network expansion, and utilize resources from the state of Ohio, Department of Commerce, and varied initiatives for economic development to support global economic development.

**Activity 42:** Create an online Export Workshop Series to complete the Certified Global Business Professional Certification (CGBP). This certification develops a competency valued by companies seeking to expand their workforce and provide higher-paying jobs.

**Activity 43:** Create an online Export Workshop Series to complete the Customs Brokers License. This certification also develops a competency valued by companies seeking to expand their workforce and provide higher-paying jobs.

**Activity 44:** Create an Ohio State CIBE Export Institute. This would serve the business community by connecting to a community of practice with outreach to faculty, students, and resources available to expand their global marketplace.

**Activity 45:** Serve on the Columbus Metropolitan Export Initiative Steering Committee. Through a collaborative effort led by Brookings, with support from the US Department of Commerce, the Metropolitan Export Initiative was created. The Brookings Global Cities Exchange consists of 20 metro areas and is supported by JP Morgan Chase. This group

partners with Brookings to develop strategies to add new export-related jobs, increase per capita income, attract direct foreign investment, and be recognized as a national leader in economic development. Four basic activities under this initiative are: 1) increase outreach to existing businesses; 2) accelerate high-growth enterprises; 3) attract new economic base businesses, and 4) continuously improve civic infrastructure through regional collaboration. Ohio State has been, and will continue to be a local and national leader in this effort.

**Activity 46:** Serve on The Columbus Region Global Connect initiative Core Team.

The Columbus Region, an economic development consortium in central Ohio, is part of a select group of US metro areas to develop a plan to accelerate the growth of both products and services exported from an 11-county central Ohio region as well as attract foreign investment. The Columbus Region's strategy includes a strong focus on exports. Once implemented and metrics are developed to confirm its success, the strategy will be extended to other metro areas. Among the required activities to support this initiative include the Columbus Region's strong commitment to OSU's CIBER to expand the Export Internship Program. Ms. Joyce Steffan, Director of OSU's CIBER, currently serves on the Metro Export Initiative Steering Committee.

**Activity 47:** Expand Business Outreach Collaborations. These collaborations will include participating in national and regional efforts to share ideas and available resources through the following associations, councils, and networks such as: National Association of Small Business International Trade Educators (NASBITE); National District Export Council; Southern Ohio District Export Council; Business International Studies Network BISNET; Columbus Council on World Affairs; and the Minority Business Council.

**Activity 48:** Participate in Ohio State's Global Water Institute. One of the most intriguing areas of interdisciplinary work on our campus centers on water, its availability and quality. The

“Global Water Institute” has faculty from approximately 40 different departments, centers, and administrative units. The Institute’s focus is providing water — whether for agribusiness, manufacturing, or mining — and to facilitate the preservation of this important resource. Fisher faculty will work with faculty from around campus and members of the business community to create water-solutions businesses that are exportable.

**Authorized Activity 6: Serve other faculty/students/higher education institutions in region.**

With the knowledge and focus from prior CIBERs and Ohio State international programs, we have created collaborations that have and will train individuals to ensure their success. This would start at an early level, working with high school teachers and then move to those teaching undergraduate and graduate students. But, given the speed that manifests from new technologies and globalization, global training needs to be ongoing throughout life and occur just-in-time.

Given the Competitive Preference (2) Priority, our most significant efforts are focused on students in community colleges and HBCUs. Our intent is to develop creative experiences for the participants that will engage them but, just as importantly, to train role models with whom the students can relate. Once launched, these programs will be shared by our partners.

**Activity 49: Create a Global Entrepreneurship Pathway Program for Community College Students.** A special program would be developed in collaboration with Ohio’s community colleges focusing on providing a foundation in global business skills. In particular, international business -- to include specific aspects on trade, global logistics/supply chain, global marketing, and global finance -- would be offered in an online workshop series. Also, several face-to-face sessions will be included as part of a networking experience where students would be introduced to local and global resources.



**Activity 50:** Increase Minority Student Scholarships. Because of shifting demographics and the strong commitment of Ohio State and Fisher to create a diverse campus community, the Ohio State CIBE is committed to increasing the number of under-represented students who would like to expand their global awareness. Global scholarships will be available for participation (including for those from our two HBCU collaboration schools) in many of our global programs, but a specific emphasis will be made for students to participate in strategic locations that are part of our Summer Global Internship Programs.

**Activity 51:** Expand Global Perspective of Ohio State Minority Students. Collaborate with the university's Office of Diversity and Inclusion to sponsor under-represented minority students to participate in programming to expand their global perspective.

**Activity 52:** Expand the Ohio Community College International Network (OCCIN). Expand OCCIN to include all 23 community colleges across Ohio. The current network includes 14 community colleges that collaborate to enhance or create international business course content and global programs. OSU's CIBE has previously included six community college faculty from five community colleges to participate in Fisher's Emerging Markets Field Study to shadow faculty in the pre-departure course preparation and then travel in-country with the group to better understand the dynamics of the travel component of the course. As an outcome of this initiative, two student programs were developed by these community colleges to enable the students to learn about and travel to Denmark, to learn about sustainable business, and Cuba, to learn about doing business in this new business environment. Also, we plan to host a Global Summit for the OCCIN to share practices and strategize about future global options available at their institutions.

**Activity 53:** Expand Export Internship Program. We intend to expand our very successful Export Internship Program to regional universities/colleges across the state where

they would implement the model to teach students and match them to companies in the region who want to expand their exporting capability. Scaling this program through additional university partners allows a larger number of students to participate in this unique learning opportunity.

**Activity 54:** Create an Export 101 Course. This course will be delivered to non-business students (i.e., Economics, International Studies, Language, Engineering, Public Policy, Communications, Agriculture), who have an interest in learning the fundamentals of creating trade opportunities for Ohio companies. The course would include community college students and other students who are not degree-seeking students from Ohio State.

**Activity 55:** Co-Sponsor Columbus Sister City International (CSCI) Business Initiative and High School Cultural Outreach Program. CSCI has a vision to be a catalyst for sustainable international economic, cultural, educational and environmental partnerships. CSCI plays a unique role in the vitality of the community. Through their strong collaborations, the Ohio State CIBE plans to play a role to facilitate global awareness.

**Activity 56:** Co-Sponsor National Faculty Development in Business (FDIB) – Africa. Ohio State plans to collaborate with the University of South Carolina as part of a consortium to send Ohio State faculty to travel to Africa to learn the dynamics of doing business in that region.

**Activity 57:** Provide Scholarships for Community College and HBCU Faculty to Participate in FDIB – Africa. Such scholarships will enable faculty to learn how to incorporate aspects of doing business in Sub-Saharan regions -- not only into their classes, but also with other faculty colleagues.

**Activity 58:** Offer Global Research Awards for Ohio Community College and Minority-Serving Institutions. Faculty and PhD students at these institutions will be offered research awards for specialized topics that relate to business in the Sub-Saharan region.

**Activity 59:** Create Online Inventory of Resources in China, Brazil, Africa, Eastern Europe, and Japan. The Ohio State CIBE will collaborate with Ohio State's Area Study Centers and Institutes to identify useful resources for faculty, students, and the business community. The online inventory will be similar to an inventory the Ohio State CIBER created for Ohio's community colleges to aid in teaching international business content and identify subject matter experts.

**Activity 60:** Co-Sponsor National Knowledge Map Project. In collaboration with Temple University, Ohio State will co-sponsor this project to conduct interdisciplinary research on agglomeration of knowledge production (patents) in core statistical areas of the US and connectivity to global innovation networks. The research focuses on mapping knowledge production, innovation trajectories of industries and metropolitan areas, and activities that contribute connectivity to innovation networks that create jobs and exports. The results should generate dialogue to advance US competitiveness and knowledge intensive entrepreneurship.

**Activity 61:** Co-sponsor Alleviating Poverty Through Entrepreneurship Summit (APTE). The APTE is an Ohio State student-run organization. The Summit, which attracts 1,000 attendees, exposes students and the community to social entrepreneurship.

**Activity 62:** Continue Membership in the Business International Studies Network (BisNet). BisNet provides a forum for top US business schools with active, well-established study abroad and international exchange programs, primarily at the undergraduate level. The network is an opportunity to share best practices, discuss issues unique to business students,

address common concerns about overseas partners, identify opportunities for collaboration, and undertake initiatives to promote and improve the range and quality of study abroad experience.

**Activity 63:** Continue Membership in the National Association of Small Business International Trade Educators (NASBITE). NASBITE advances global business to administer the Certified Global Business Professional (CGBP) credential, promotes information and resource exchange among global business education and assistance professionals, and offers professional development and advocacy for global business educators and facilitators.

**Activity 64:** Continue Membership in the National District Export Council (DEC). The mission of the National DEC is to provide support and guidance for fulfillment of the mission of DEC's, and to facilitate communication between DEC's, the US Department of Commerce, and the international business community and policy makers.

**Activity 65:** Continue Membership in the Southern Ohio District Export Council. Ohio State's CIBE plays a sponsorship role for this trade organization based in Cincinnati, and serves on the Steering Committee to guide the organization in providing export related resources.

**Activity 66:** Continue Membership in the Minority Business Council. This organization provides business assistance, educational opportunities, seminars, purchasing listings, and related services to hundreds of businesses throughout the tri-state area and across the nation.

## **Project Narrative-II: SIGNIFICANCE**

A Towers Watson study found that 65% of global companies and more than 80% of companies in fast growth economies encounter problems finding employees with the skills they need. Our own NCM research affirms this reality for MM firms in general, particularly in the manufacturing sector. To rectify this, a White House posting on the economy states: "To win the global competition for new jobs and industries, the United States must continue to have the best

trained and most skilled workforce. In an increasingly global economy highly skilled workers will be best positioned to secure high-wage jobs and fuel American prosperity.” The importance of developing the global skills of our workforce is a national, regional and local priority.

Ohio’s Governor, John Kasich, has also voiced the upgrading of international skills as a priority, stating that the continued growth of Ohio’s economy will require a workforce equipped to compete in the global business marketplace. His support (see his letter) for Ohio State’s CIBE will facilitate his goal of creating a unified system that supports Ohio businesses in meeting their workforce needs. Ohio State’s CIBE, located within one of only two land-grant institutions in the state (Central State University, with whom we collaborate, is the other), is aligned with Governor Kasich’s goal to ensure that Ohio achieves a global-minded workforce.

Ohio’s US Senator Sherrod Brown has been a supporter of Ohio State CIBE outreach, and has aided our efforts not only to provide innovative programs that expand an understanding of the global business environment (see attached letter). Similarly, Ohio’s US Senator Rob Portman and Representative Joyce Beatty also continue to support our efforts.

With this as a backdrop, our focus on growing the globally competent workforce in the US seeks to address national and regional priorities. Hence, in addition to the various broad-based activities intended for regional as well as national audience, we believe that there is even more that we can offer with our CIBE. We can expand our training to enhance global competencies to: a) the middle-market and b) population demographics that includes underserved segments.

To ensure that our aforementioned specific activities have the intended impact, we need to recall that through the NCMM, we have evidence that medium-size firms are a key growth element in the US economy, and that a major determinant of these firms’ success and growth

(with resulting job creation), rests in their recognition of international opportunities and capabilities to execute a global export strategy. Data, just collected, that are supportive of this assertion are presented in Supp. Mat. 4-Significance and Project Design-International Revenue Generation. No one is more appropriate to comment on the importance and context of efforts in this space than Jeffrey R. Immelt (see the attached letter). Not only is Mr. Immelt the CEO of GE, but he has also served as the chair of the President's Council on Jobs and Competitiveness. The Fisher College, which houses the NCMM will actively participate in the activities outlined in this proposal. The PI for this proposal, Sr. Associate Dean Anil Makhija, is also the Academic Director of the NCMM.

As indicated, the importance of the MM has been under-recognized, and the sector has gone without its deserved attention from academics, industry, and policy-makers. On one hand, the SBA is formally dedicated to the welfare of small firms while at the other end, large firms benefit from deep pockets and as the powerhouses of industry and public entities, are always in the public eye. While small and large firms deserve the attention they receive, the MM has gone largely unaddressed thus far. The NCMM has sponsored research, in cooperation with the Economist Intelligence Unit (EIU), on "US MM Firms and the Global Marketplace" (2012), focusing on why most US MM firms do not go abroad (ranging from simple exports to manufacturing on foreign shores), in contrast, for instance, to the *Mittelschstand*, the MM in Germany. Only about 5% of US MM firms claim that the majority of their business comes from abroad. A lack of knowledge about foreign markets and unfamiliarity with different legal environments emerge as top barriers to the globalization of US MM firms in our NCMM study.

The MM also serves as a proposed research focus for our faculty and our collaborators (NCMM research is favored if collaborated with non-OSU scholars). For example, one proposed

study involves an examination of barriers to internationalization of MM firms. This research builds off the study conducted with the EIU as well as a forthcoming study in cooperation with the Brookings Institution. There are, to our knowledge, no scholarly published studies, dealing with this very important question. It is also unclear whether relevant theories (e.g., Transaction Cost Economics or Internationalization Theory) apply to the case of middle-market firms.

Another proposed line of research looks at accumulation and diffusion of international business knowledge. Studies of small enterprises and the OSU/EIU MM study suggest that lack of knowledge is possibly the most important obstacle for successful internationalization. Yet the organizational learning and knowledge literature is seldom focused on how such knowledge (as opposed to knowledge about, say, core technologies) is formed, absorbed, and diffused.

Finally, we plan to leverage the vast network of collaborations we have established with Brookings, National Association of Manufacturers (NAM), Society of Human Resource Management (SHRM), Council of Supply Chain Professionals (CSCMP), Small Business Investor Alliance (SBIA), Association for Corporate Growth (ACG), CFO Alliance, The Business Council, Novo Group, Greater Houston Partnership (GHP), Greater Cleveland Partnership (second-largest chamber of commerce in the US), Ohio Chamber of Commerce, and Dallas Regional Chamber. We are also discussing potential cooperation with the Milken Institute and a number of economic development associations across the country, and are also connected to MM researchers from the U.K., France, Germany, Australia, and Italy.

In order to be globally competitive, we realize that growing global competencies among employees is extremely critical. At the same time, it is apparent due to the changing demographics of the population that any global training programs that are developed, must defy a “one size fits all” approach.

At the most basic level, we intend to train our students and develop their competencies in global trade and commerce. However, as a land-grant university, we have a broader mission and we believe this is aligned with the current “ED” goals. To accomplish our objectives of having a true national, as well as regional, impact we must create a generalized set of beliefs that indeed is transformational in incorporating global trade as a customary part of business. We must reach out to students in other colleges and universities (e.g., MSIs), to younger students (e.g., in high school), and to those beyond formal educations (millennials, baby boomers). Until now, there has been no training tailored to these groups with a focus on increasing global competencies.

There is agreement that increasing the repertoire of trainers and making them attuned to individual differences is valuable. We aim to do both: increase the variety of different programs that can be used to further global education and sensitize the trainers. We start with collaborative activities to train individuals and then support their efforts to bring this expertise to national organizations. For example, as indicated, we have a variety of programs that begin with one of the local community colleges—Columbus State—but are designed to expand to the rest of the region. As a next step, we will train members of the Ohio Community College International Network (OCCIN). We will then work with them to take this to national organizations. Similarly, our partnership with Central State University will target their students but also their faculty, who will share the knowledge with other HBCUs. In the Export Internship Program, nearly 20% of the students who have participated have been from other universities around Ohio (e.g., Ohio Wesleyan, Wittenberg, University of Dayton, Bowling Green). Students also are being required to go back to their local high schools to “teach backward” and raise awareness among younger students. At the high school level, we will be creating activities (e.g., developing international business curriculum; using OSU faculty and students to interact with



HBCU students) with our online charter high school, Treca Digital Academy (TDA). As indicated, TDA is part of a 37 school district consortium throughout the state and the activities will be shared with their partners. TDA also intends to share our collaborations at national meetings. The activities that grow out of our NCMM have always been national in focus and we are already occupying a visible national stage. For example, the annual conference brings over 1,000 C-suite leaders from MM firms nationally. Similarly, our GE-sponsored training programs bring leaders of firms from around the US to learn and be mentored by Ohio State faculty. Our quarterly survey of the MM has recently begun to elicit more media coverage

In sum, we have a large number of activities designed for OSU students that are intended to increase their awareness of international trade and commerce and their global competencies (such as exporting skills). Through a variety of means, these programs will be scaled to other targeted populations. At the same time, we are designing all-new activities for groups under and over college-age, designed to match their training needs. For example, the program we are developing with our charter school partner, TDA, will have wide reach being shared with nearly 40 different school systems' charters. Finally, some of these groups are those deserving of special attention (e.g., veterans; baby boomers who might have dropped out of the job market).

### **Project Narrative-III: QUALITY OF PROJECT DESIGN**

The Ohio State CIBE and those affiliated with it are in a unique position to focus attention on innovations and practices that are both globally-relevant and locally-impactful. Fisher has numerous existing programs and groups that directly correlate to the CIBE mission.

#### National Center for the Middle Market (NCMM)

With its unique partnership with GE Capital, Fisher has a unique capability to lead the scholastic growth in the area of MM companies, one of the fastest growing segments of the US

and global economy. The CIBE partnership allows the NCMM to help identify how these firms compete globally. In less than three years, the NCMM has sponsored 25 academic studies, involving 42 researchers at some 15 universities. It has produced seven white papers on applied issues, like the globalization study with the EIU. Nine quarterly surveys have been done, each with a nationally broadcast webinar. Our survey has begun to get more media coverage than ADP, NFIB, IFA Franchise, Chase, Deloitte, and Key Bank surveys. There are also three practical tools for benchmarking (supply chain resilience, compensation, and performance). Each year, the NCMM summit brings over 1,000 C-suite executives, and distinguished speakers. Its many partners include EIU and Brookings.

#### Export Programs

As the US economy becomes more globally integrated, US firms look for customers beyond their borders. The ability to build and manage export capability is often a constraint that prevents them from selling their goods internationally; so Fisher, in a unique partnership with the Ohio Development Services Agency, developed the Export Internship Program which provides subsidized student interns who have been trained in the export functionality to Ohio manufacturers who desire to sell their product internationally. With CIBE support, this program will continue to grow at its historical double-digit annual rate. The location of an Export Institute in Fisher will allow for innovative thought leadership and scholarship in the area of building and growing export functionality in previously domestic-only manufacturing firms.

#### Faculty Leadership

Fisher is also home to a strong international business group led by Dr. Oded Shenkar, Ford Motor Company Chair in Global Business Management, a worldwide expert on Chinese management and a fellow of the AIB. Dr. Jaideep Anand, the William H. Davis Chair in

American Free Enterprise, has also published extensively on the topic of global mergers and acquisitions and is an action-editor at the *Global Strategy Journal*. Dr. Mona Makhija is an expert in the area of international management, including global trade, currency risks, and institutional control. Dr. Makhija is an action-editor at the *Journal of International Business Studies*. Dr. James Oldroyd's research focuses on how social capital both enables and impedes knowledge management in global firms and in multinational organizations.

#### Ohio State Partnerships

The university shares Fisher's global emphasis. In 2009, it appointed a Vice Provost of International Affairs, Dr. William Brustein, whose mission is to help OSU expand global programs and internationalization. One of his first endeavors was the creation of "Global Gateways," satellite offices in key emerging nations. This began with the Shanghai Gateway in 2010, followed by the Mumbai Gateway in 2012, and most recently the São Paulo Gateway this year. OSU CIBE will continue to partner with the Gateways to provide our students and faculty with easy entry points into internationally compelling locations for research and study programs. We have partnered with the Gateway offices in each of these locations by sending teams of Executive MBA and MBA students to meet and consult with local and global firms, and plan to continue growing this relationship with the planned launch of the Istanbul Gateway in 2016.

Ohio State is also home to a number of federally funded Title VI centers, including Africa, East Asian, Latin America, Eastern Europe/ Slavic, and Middle East Studies Centers. Partnering with these organizations to co-host distinguished speakers, provide resources to Fisher students, and co-sponsor cultural events allows OSU CIBE to utilize their significant expertise.

#### **Project Narrative-IV: QUALITY OF MANAGEMENT PLAN**

##### Office of Global Business

A large number of faculty, students, staff, alumni, and business professionals participate in CIBE programming. To centralize and manage the activities, Fisher launched the Office of Global Business (OGB), located with other centers of excellence and designed with ample meeting and presentation space to provide opportunities for interactions with global thought leaders. These facilities allow us to have great access to Fisher leadership and the business community, and provide visibility for CIBE programs to the greater OSU community.

The OGB staff meets frequently to discuss current and planned initiatives, with each program led by a staff member with relevant subject matter expertise. Executive Director Kurtis Roush oversees all activities within the OGB. Joyce Steffan manages the Global Summer Internship Program, and provides leadership for all undergraduate-level international programming. Heidi Eldred manages the Global Applied Projects program, and provides leadership for all graduate-level international programming. Kozue Isozaki manages the 24 exchange partnerships that Fisher maintains. Zach Grammel manages class-based, short-term programs for undergraduate students. Nell Gerhart provides administrative support and also manages the class-based, short-term programs for graduate students. We also have one currently unfilled position that manages the Export Internship Program, and have created an Evaluation Coordinator because of its critical importance to accurately track metrics.

#### Budget Management

Because management of CIBE and OGB budgets -- program-by-program and fund-by-fund -- is vital, OGB partners with Fisher Fiscal Office to maintain accounting and budgeting of programs. Staff members charged with program management develop target budgets for specific initiatives in tandem with the Fiscal Office, approved by Mr. Roush. Fiscal Office staff is trained in federal and state regulations associated with CIBE and familiar with OSU policies.

### Faculty Support and Leadership

Most CIBE-supported programs are led by Fisher faculty. Faculty often provide the impetus for new programs and course development. Many of Fisher's top faculty have led past programs, and numerous faculty members have expressed a desire to launch new programs in the coming grant cycle. For example, Professor Shashi Matta will lead a new Global Marketing course which includes a deep dive into effective marketing of American brands in SE Asia.

### Oversight and Direction

Co-Investigator Dr. David Greenberger is very involved in OGB, meeting with its leadership on a regular basis to remain abreast of programs and developments. He has a joint appointment at the Business College of Zhejiang University, China.

The Senior Associate Deans, Dr. Anil Makhija and Dr. Karen Wruck, are very involved in OGB and CIBE activities. OGB leadership meets with Dr. Wruck on a biweekly basis to update her on program developments, and to assure overall direction is consistent with Fisher's academic priorities. The Senior Associate Deans also assist in many of the programs through the designation of faculty/staff members for CIBE programming. Fisher also supports the OGB/CIBE through the contribution of six staff members' salaries. The CIBE PI, Anil Makhija, has been a resident visiting professor at six foreign universities.

### College Visibility and Investment

Kurtis Roush serves on a variety of OSU and Fisher committees, illustrating the high regard held by faculty and administration toward international activity. His participation offers greater visibility to CIBE programs, and provides faculty whose responsibilities are not primarily "international" the opportunity to see how their teaching or research can be leveraged in global arenas. Roush serves on the Fisher Executive Committee, comprised of Deans, department

heads, and Executive Directors of key units. He also serves on Ohio State's International Affairs Committee, which provides access to leaders of global programs across campus and often provides interesting collaboration activities between CIBE and other university colleges.

### Planning Process

The OGB, along with leadership from the other aforementioned group, strives to continuously improve our CIBE programming. The OGB actively spends the summer term planning the next academic year's programmatic changes, along with setting specific enrollment and financial targets. These plans are vetted by OGB leadership and the Dean's Office, and the Fiscal Office assures that all budgetary numbers are realistic and adequate to support plans.

Throughout the academic year (autumn and spring terms), the OGB staff meets regularly with both College leadership and the Fiscal Office to track progress against programming plans, and adjusts budgets/timelines as necessary. While minor adjustments are made in real time throughout the year, the staff also engages in a robust and thorough annual review process at the end of the academic year. This allows the staff to learn from the previous year's experience, which leads directly into the planning activities for the following academic year.

## **Project Narrative-V: QUALITY OF PROJECT PERSONNEL**

### **Principal and Co-Principal Investigators**

*Dr. Anil Makhija, Senior Associate Dean.* Dean Makhija will continue to champion CIBE as Principal Investigator. He has demonstrated unwavering support in providing financial resources and infrastructure, in encouraging faculty's international development, and in emphasizing the role international programs play in the curriculum. He has published international research, been involved in setting up international programs, and has been a visiting professor in many countries.

*Dr. David Greenberger, Chair, Department of Mgt. & Human Resources.* Professor Greenberger serves as the Co-Investigator and Academic Director. He has demonstrated a strong global emphasis in his department and across the College by internationalizing the curriculum and working with colleagues in China on a number of research projects. He remains a strong advocate for the development of Fisher's global focus.

### **Dean's Office**

Accompanying the PI are: Dr. Karen Wruck (Senior Associate Dean), Dr. Rao Unnava (Associate Dean for Executive Education), Dr. Pat West (Associate Dean of Undergraduate Programs), and Francisco Gomez-Bellenge (Assoc. to the Dean-Educational/Professional Diversity).

Each of the above helps internationalization by working with academic program directors and department chairs. They assist the Office of Global Business in managing a mentorship program for first-year female, international, and minority MBA students, and help OGB and CIBE engage and encourage participation from members of groups that have traditionally been underrepresented based on race, color, national origin, gender, age, or disability.

### **CIBE and OGB Management Team**

The Ohio State CIBE is critical to Fisher in its role as nucleus of OGB (previously the International Programs Office). CIBE and OGB provide an infrastructure for global activities, and serve as an entry point for other Ohio State units and organizations that wish to connect to global activities. Faculty members receive support to internationalize teaching, expand research, or initiate educational global travel. Students and student organizations receive assistance with global lab courses or study abroad. Students welcome the opportunity to participate in seminars or conferences nationally or globally. CIBE and OGB not only provide the Fisher community a

capacity to bring diverse audiences together under a global umbrella, but also build a climate conducive to the continued growth of cultural awareness.

CIBE and OGB staff are comprised of six people providing administrative direction, coordination, and leadership for the Ohio State CIBE.

*Kurtis Roush (JD, MBA), Executive Director.* Mr. Roush oversees all of Fisher's international programs, and teaches in project-based learning that includes both local and international learning opportunities. Prior to joining Fisher, he was a management consultant with Deloitte Consulting's Strategy & Operations practice where he specialized in merger and acquisition integration. This gave him an opportunity to experience how the globalization of corporations creates unique challenges and opportunities for individuals and organizations, and he incorporates this firsthand experience in his teaching.

*Joyce Steffan (MOD), Director of CIBER & Undergrad. Global Business Initiatives.* Ms. Steffan oversees the strategic implementation of research, outreach, and programming for the 2010-2014 CIBE grant. She also oversees undergraduate global initiatives that develop and enhance a global perspective for business students through courses, global internships, and short-term global programs. Additionally, she leads the nationally recognized Export Internship Program which partners with the state of Ohio to expand the export capabilities of small to medium-sized Ohio-based companies. Teaching the undergraduate Introduction to International Business core course is also part of her area of responsibility.

*Heidi Eldred (MBA), Director of Graduate Global Experiential Education Programs.* Ms. Eldred leads the graduate-level Global Applied Projects (GAP) Program that gives students the opportunity to work on real-world consulting projects in global locations. Her professional experience includes time on Wall Street, a Product Manager for a Fortune 500 company, and



owning/managing a chain of car dealerships. Prior to joining Fisher, she was at the Tuck School of Business, Dartmouth, where she served as an administrator for the Tuck Global Consultancy and the Center for Global Business and Government.

*Kozue Isozaki (BS), Assistant Director for International Exchange.* Ms. Isozaki leads the Fisher exchange program, which features partnerships with 24 top international business schools. She brings her three-continent experience into her interactions with students. She helps students prepare for a semester-long independent global experience via extensive hands-on coaching. She is the advisor for the Fisher Exchange Network, a student organization that facilitates cross-cultural learning and networking. She is fluent in Japanese.

*Zachary Grammel (BS), Program Coordinator for Short-Term Programs.* Mr. Grammel coordinates all of the short-term study abroad options for Fisher, where he designs and manages all of the short-term course-based global experiences. Prior to joining Fisher, Zachary spent time in China and Taiwan at National Taiwan Normal University, Capital University of Economics and Business, and the NSEP Chinese Language Flagship Program and Nanjing University. He also worked in a Suzhou start-up while in China. He leans on this vast international educational and professional experience to help students understand the importance of global programs. He serves as the advisor for business fraternity, Phi Chi Theta.

*Nell Gerhart, Program Assistant.* Ms. Gerhart coordinates the Graduate Innovation Israel program and assists with a wide variety of web-based and fiscal operations.

*Open Position.* The Coordinator for the Export Internship Program is currently unfilled and Ms. Steffan, to whom the position reported, is responsible for the task. The position will be filled when the grant recipients are determined.

Undergraduate/MBA graduate assistants are utilized by the CIBE on a project-by-project or annual basis. Students working with the OGB often are our strongest, most helpful alumni.

### **Fisher Faculty**

Central to the mission and success of the Ohio State CIBE and its international programming is the continued involvement of the College's faculty.

*Professor Oded Shenkar, Ford Motor Company Chair in Global Business Management.*

Professor Shenkar is the senior International Business faculty member at the College. He provides great intellectual capital and a wealth of global experience for the CIBE in areas of research, regional and international university outreach, and for the PhD program in International Business. The Ford chair, funded in 1998, is an extension of Ford's substantial global partnership with both the College and the University. He is the author of the "*The Chinese Century*," and the more recent book, "*Copcats*," and is a world-renowned scholar in Chinese business management. He ranks among the top-ten management scholars on China.

*Professor Mona Makhija.* Professor Makhija has produced a stream of research on the relationship between organizational controls and international knowledge management.

*Professor Jaideep Anand, the William H. Davis Chair in American Free Enterprise.*

Professor Anand is globally known for research tying international business and strategy.

*Professor James Oldroyd.* A recent addition to Fisher, Professor Oldroyd is recognized for research on international social capital. He has been the recipient of the BK21 Grant (funded by the Korean government) to develop case materials on the repatriation of knowledge and international negotiations.

In part due to its CIBE, Fisher has attracted several other world-class IB faculty members. Forty-five Fisher faculty have served or currently serve on the editorial boards of 148

journals, 38 of them related to the themes of this proposal. Fisher faculty have published research on the EU, China, the Czech Republic, Eastern Europe as a whole, Hong Kong, India, Japan, Mexico, South Africa, Thailand, and Venezuela.

### **Key International and Community Resources**

The Ohio State CIBE benefits from close interaction with experienced members of the international business community. As Ohio's state capital, Columbus leverages key contacts and builds relationships with international trade experts. The Ohio State CIBE will continue to draw upon the experience and enthusiasm of this global community. At the top of the list are members of CIBER's Advisory Council, many of whom are senior managers or partners. Council members who have worked with OGB and CIBE on multiple projects include: Mr. Martijn Steger, a senior partner in international law; Mr. Jaime Sisto, another international attorney and former director of Ohio's International Trade Division; Ms. Deb Shearer, the Global Manager of Columbus 2020; Ms. Roberta Ford, the regional manager of the US Department of Commerce's Export Assistance Center; Mr. Bernie Brown, VP of Logistics Operations at L Brands; Mr. Jack Beeler, a senior partner in international law; Mr. Toshikata Amino, formerly the General Manager of Honda of America in Ohio.

The time and attention volunteered by these and other individuals have been crucial to successful globalization at Fisher and CIBE. Additionally, the Fisher Dean's Advisory Council provides consultation and business connections to expand College, faculty, and student global networks. Please refer to Supplementary Materials 1: CIBER Advisory Council and Dean's Advisory Council for a listing of members.

Other central Ohio entities partnering with CIBE include the Columbus Council on World Affairs and the Ohio Development Services Agency, located at the Governor's office.

National business or academic associations like NASBITE and NAFSA are examples of CIBE collaborators, and major corporations such as JPMorgan Chase, Bank of America Merrill Lynch, NCR, L Brands, ALCOA, Rolls Royce and IBM all continue to be important partners or donors.

Global exchange partners and international alumni are also important to our long-term success. Whether by assisting students studying abroad, promoting activities through their companies or alumni organizations, hosting faculty, staff or students in-country, or otherwise staying connected, they assist us greatly in broadening our vision and impact.

Ohio State is an equal opportunity employer. We recognize the necessity for diversity in the faculty and staff overseeing programs emphasizing cultural awareness, and strive to attract applications from individuals from traditionally underrepresented groups. This infuses different perspectives in programming design to ensure that students have a rich experience.

#### **Project Narrative VI: ADEQUACY OF RESOURCES**

OSU CIBE's partnerships across campus, regionally, nationally, and internationally are important resources to maximize the opportunities and efficiencies of proposed projects. CIBE programs listed in this proposal are designed with small amounts of federal support, and use of volunteers, matching, or donated services. More costly programs are undertaken with an eye on their long-term impact, and corporate sponsorship for individual programs has increased. OSU also has fiscal policies in place to ensure good financial stewardship of the funds it receives from sponsors and before any expenditure approval allowability, allocability, and reasonableness of the costs are assessed. A full project-by-project line item budget is available in the Budget Narrative section of this proposal.

The below description of the adequacy of support includes a variety of facilities, equipment, and other resources provided by the state of Ohio which is the seventh largest state

by population and links the Northeast to the Midwest by the amount of cargo and business traffic that passes through its borders along the nation's 10th largest highway network. Port Columbus International Airport and Rickenbacker Airport facilitate easy access to a keen logistics hub in central Ohio. Additionally, Cincinnati, Cleveland, and Toledo not only provide easy airport access, but also shipping access through the Ohio River and the Great Lakes.

Ohio's global trade resources--i.e., Small Business Development Centers (46), International Trade Assistance Centers (8), Ohio's Development Services Agency, and the US Department of Commerce Export Assistance Centers (4)--offer broad access to internationalizing firms. Ohio State's CIBER partners closely with each of the resources across the state.

Ohio State also provides a multitude of resources as the major comprehensive university in Ohio. The university serves the Ohio region through its central campus in Columbus, six regional campuses, extension, and comprehensive health care programs. As a major land grant university and one of the largest main campuses in the US, Ohio State enrolls over 65,000 students on its main and regional campuses. With 175 undergraduate majors, 133 master's degree programs, 112 doctoral degree programs, seven professional degree programs, and an estimated 12,000 courses offered, students have many options to consider. More than 3,900 tenure-track and clinical faculty members teach in a full-time status. Ohio State's commitment to each student shows through an average undergraduate student-to-faculty ratio of 19:1.

Equally committed to diversity, OSU is home to more than 10,800 underrepresented minority students, 17% of total enrollment. OSU's Office of Diversity and Inclusion programs target a wide range of constituents, from sixth graders in urban centers to pre-collegiate Appalachian students, first-generation students, and veterans. Among our many mentoring and outreach programs are three national centers: The Todd Bell National Resource Center for the

African American Male, which Congress recently applauded for its successful retention rate; Frank Hale, Jr. Black Cultural Center, through whose doors over 125,000 people pass each year; and the Latino and Latin American Space for Enrichment and Research (LASER).

Ohio State's international student population has steadily grown since 2009 from 4,238 students to 6,039 currently and ranks 10th in the nation. Increasing Ohio State's international student count, as well as that of other four and two-year institutions across the state, provides our domestic students multi-cultural opportunities. More than 2,400 full-time students participate in one of Ohio State's many study abroad programs and OSU currently ranks 14th in the nation for students who study abroad. Fisher experienced a 31% increase in 2013 in the number of students who participated in a global program. Ohio State is a recent recipient of NAFSA's 2014 Senator Paul Simon Award, the nation's most prestigious award for campus internationalization.

Ohio State was ranked 16<sup>th</sup> among the nation's best public universities according to the 2013 *US News and World Report*, and is the number one public university in Ohio. Additionally, Ohio State is ranked 9<sup>th</sup> among US public research universities based on research expenditures (NSF, 2011). Over 58% of its incoming freshman class was among the top 10% in their high school graduating classes, and 14 OSU students were offered a Fulbright Grant.

Ohio State is home to five additional Title VI National Resource Centers: East Asian Languages, Latin American Studies, Slavic/East European Studies, East Asian Studies, and Middle East Studies. OSU also has a Center for African Studies. Collaboration with these partners will continue, combining historical, cultural, and language features with business interests. OSU's Institute for Chinese Studies compliments Fisher's China expertise. Several CIBE programs involve partnerships with area studies centers, and business students compete for

Foreign Language and Area Studies (FLAS) fellowships. Five faculty members have been awarded Fulbright Scholarships for 2014-2015, following 13 awarded the distinction in 2013-14.

Ohio State competed for a three-year US Department of State grant to administer and implement the Critical Language Scholarship Program in East Asia. OSU is the only university in the country to receive this grant and has awarded scholarships to seven current students.

A partnership between Ohio State and the Brazilian State of São Paulo will fund research on common global problems such as energy and environment. Ohio State is also one of four US universities receiving the Obama-Singh 21st Century Knowledge Initiative award for a project to train STEM faculty in India, and will launch a pilot program with Aligarh Muslim University.

One of Ohio State's leading colleges, Fisher, with a connection to nearly 75,000 alumni worldwide, and its CIBE are integral to the university's continued progress and globalization. Fisher is home to over 6,000 undergraduates in 14 different business majors. Highly ranked Supply Chain Management and Logistics, Accounting, Finance, and Marketing programs contribute to Fisher's overall ranking of 8<sup>th</sup> among public universities by *US News*, in 2014.

Three distinct MBA programs emphasize experience-based learning and global vision and include full-time, professional, and executive programs. In the 2015 *US News and World Report* rankings, Fisher's MBA program was ranked 27<sup>th</sup> nationally and 9<sup>th</sup> among public universities. Fisher's EMBA program was ranked 9<sup>th</sup> worldwide and 8<sup>th</sup> in the US by *Businessweek* (2013). Implementing a strategy to personalize its full-time MBA program, each of the College's two full-time classes averages less than 120 students, which gives greater access to faculty, individual attention, and quality non-academic services key to long-term success and satisfaction. Despite job placement challenges in the recent economic environment, the average-starting salary for Fisher MBA graduates has climbed to \$95,565, and 97% of Fisher's 2013

MBA graduates had full time employment within three months of graduation. Other quality Fisher graduate programs include Master of Accounting, Master of Human Resource Management, Master of Business Logistics Engineering, Master of Business Operations Excellence and a diverse array of PhD programs.

### **Project Narrative-VII: EVALUATION PLAN**

In prior CIBER awards, our goals were focused on enhancing competitiveness by engaging increasing numbers of our students in international curriculum and projects, and then sharing these with other CIBE schools and their students. We will continue these efforts, but with an increasing focus on making an impact -- directing attention from short-term participation to the long-term goals of helping the US economy grow jobs by expanding export activities. Given the success of our export activities and our MM endeavors, we believe we are especially well positioned to move to the next level. This is not to understate the importance of having participants engage in activities but the objective has to be changing the conversation and then behavior. Firms have arrays of metrics aligned with their strategy and, to be successful, we too must have our metrics aligned with university, college, and ED strategies. Let us point out how these are aligned, and then we will discuss specific objectives and methodology.

The university recently received recognition of its strategic efforts when it was given the Senator Paul Simon Award for Comprehensive Internationalization. Ohio State is committed to increasing the global competencies of students via industry-based projects, learning of foreign languages and cultures, and globalized course work. The metrics used by the Office of International Affairs to assess this are: numbers of students studying abroad, numbers of students in language immersion programs, increases in number of area studies, increases in number of international themes integrated into the curriculum, and increases in number of Ohio



State Global Gateways to businesses and other universities. This year Ohio State ranks 14<sup>th</sup> in the nation for students studying abroad and this occurs across 40 different countries spread across six continents. Ohio State is home to 14 Fulbright scholars, ranking it 1st among public research institutions. The University also is very active in grant activities that enable students to become more global in their studies and in their research; for example, Ohio State was selected to implement and administer the US Department of State's Critical Language Scholarship Program in East Asia. The new Global Option, which Fisher has just adopted, offers students study abroad programs, on-campus courses with international focus, proficiency in a non-native language, and capstone projects. Finally, when Ohio State moved two years ago from a quarter to semester system, it implemented a "May mini-mester" that was intend to promote overseas experiences. Just this past May, 1,800 students participated in study abroad programs, independent research, service-learning projects, and internships in 69 countries.

At Fisher, our goals, and our metrics are aligned with those of Ohio State. Specifically, we aim to infuse internationalization throughout the student experience and engage more faculty in global projects. The goals are to increase the salience of global commerce, student understanding of trade rules and practices, recognition of the role of language and culture, the number of students who have global experiences, and the number of individuals who go into global businesses. Just recently, the University announced the Joseph A. Alutto Global Leadership Initiative (to recognize our former dean, provost, interim university president, and former PI on our CIBERs) intended to support students traveling internationally, topping at \$10M. Via the Global Research Competition, Fisher supports faculty doing global research. In its first year, our new GAP program engaged more students in overseas projects than ever. With our Export Internship Program, we not only add to student competencies, but also to state businesses.

The programmatic activities that have been described are intended to align with CIBE objectives and ED GPRA measures. These include training not only for our students, but also: lifetime learning for individuals in businesses and associations (as in our Executive Education and master's programs); secondary school instruction in international business; and collaborations with MSIs—i.e., underrepresented minorities and those in community colleges. All of these initiatives have been built around innovative and cutting-edge research.

The performance indicators (GPRA) for all CIBEs require us to assess the percentage of: CIBE participants who advanced in their professional field; the CIBE projects that led to greater internationalized programs, degrees, courses, and concentrations; and CIBE projects whose participants increased export activities. In other words, rather than asking us to be accountable for the numbers of individuals who would go through our programs, the focus is instead to identify the programs that are truly having an impact and these will be described shortly.

## **Objectives**

Like all major schools of business, Fisher undergoes periodic review by our accreditation group, AACSB, and this past January, we were successfully reaccredited. This consumed much effort, but in hindsight the review made salient the importance of ongoing data collection to meet our assurance of learning objectives. We had not only collected data in support of our objectives, but as importantly, we have made decisions that more data need to be systematically collected.

The logic behind the formation of our objectives is as follows. Even though Ohio State draws increasing numbers of students from around the world, approximately 20% of all OSU's entering freshman students are still from Central Ohio. A meaningful number of these students have never left the state, let alone travelled overseas. The master's students, who generally have worked for at least three or four years, nonetheless have limited international expertise. When

we look at our current and proposed partner schools, students in MSIs (e.g., two-year institutions and HBCU schools), we find them to be even less cognizant of global issues. It goes without saying that high school students, particularly those we are targeting from underrepresented minorities, have little international understanding or even awareness of international commerce. Not surprisingly, in the “heartland” of the US, this is true of many small and middle-sized businesses, many of which have little understanding of culture, foreign markets, and trade rules. Thus, we have two major objectives that will ultimately influence our goal of creating increased global competencies. First, we need to increase the number of individuals (i.e., students and business people) exposed to international business issues so as to increase their sophistication in global commerce. We require all of our majors to complete a basic course in international business, but we want to expand our undergraduate business course options to students from around campus and encourage more of our students to seek out international-oriented courses. Second, we intend to engage an increasing number of our students in overseas activities. For each activity, we will collect data at multiple points, with the latest data collection often being the best assessment. Together, we intend to increase participants’ perceived efficacy in working in such an environment. Only by having this self-perception of competence or mastery will they feel empowered to engage in the desired behavior. A graphic representation appears in the Supp. Materials 8-Evaluation Plan. Discussing each component will provide an understanding of our approach to evaluating program impact.

**Benchmarks.** Building off our AACSB work and AACSB collaborations, the first step is to collect benchmark data. For our students (e.g., undergraduates and master’s), we have extensive academic records including courses, course sequencing, majors, minors, language courses, internships (if they received credit for these), and other relevant international courses

outside of business. If they check into our college's Office of Career Management, we also have baseline data on their career history and aspirations. For faculty, the college has yearly CVs and these show international activities (e.g., research; joint appointments; international conferences; international consulting). In addition, we keep copies of syllabi for every course and also track courses that have been added. Thus, we have data on the international content of courses across the entire curriculum. We also have data from our Executive Education group on international content in their programs, and the firms in which they work. For MM firms, we would utilize the survey administered quarterly to 1,000 C-suite executives. This could provide baseline data across all MM firms. We would also want to include a questionnaire to all participants in our training programs prior to their participation. Finally, for students in MSIs and high schools, we would want to obtain survey data of their global interests and knowledge. We would ask our partners, like Central State, to collect similar data.

**Training interventions.** This box in the diagram refers to our activities. We will not reiterate the activities here, but we recognize that for each training program we not only have the intended target, which we have articulated in the first section, but specific learning goals.

**Achieving learning objectives.** It is critical that we ascertain whether the immediate objectives for each activity are achieved. To put it another way, these would amount to “manipulation checks” to determine whether training was implemented successfully. Otherwise, we might make a Type II error—believing there was not an effect when in fact there was. As such, for each activity, there have to be specific learning objectives, and we will assess each at the conclusion of each activity. Some of these will be ascertained by interview, whereas others will need to be done in a systematic survey. Where we find that the activity is having no impact

upon the learning objectives or results in an unexpected outcome, we would look to change the activity.

**Changes in perceived global competencies and efficacy.** There exist a multitude of different quantitative and qualitative measures that can be used to gauge global competencies. At the present time, OSU and the Fisher College each give exit (pre-graduation) surveys to all students. The response rates above 40% are considered very good for surveys of this kind. In the spring 2014 university survey, 63.5% of students said they had gained skills needed to “Interpret past and contemporary world cultures, events, and issues” to some or a great extent. In our portion of the survey, 47.5% said their experiences “within and outside the classroom at Fisher contributed in helping ... [them] acquire a global perspective on business that allows me to evaluate business problems” to some or a great extent; another 48% said their “Knowledge, skills and perspectives in the area of Global Studies” had improved to some or to a great extent. These data show we need to continue to build off the substantial learning and growth that has been occurring.

We believe it is important to develop detailed assessments, and we plan to develop a standardized instrument to be administered to students, faculty, and business participants. The instrument will assess self-perception of knowledge about multiple international competencies, beliefs in one’s ability to function in a business with international trade, and intent to work in such a firm. Rather than giving ad hoc surveys to participants in each activity, instead we would craft a reliable and valid instrument that can be used to assess the impact. This would supplement the survey instruments and provide common data that cuts across all of our activities.

We would also want to start moving into alumni assessments. The problem with assessing students as they exit the university is that for some international activities occurred

immediately prior to graduation, and for others those activities occurred early and/or throughout college. Thus, the exit interviews provide different data pending on students' experiences. A survey two years out of school and then two years after that should have greater reliability.

**Behavioral changes.** The most meaningful impacts are those in which behaviors have been changed as a result of participation in Ohio State CIBE activities. While the intent to do global work is important, we suspect that the correlation between it and engaging in actual global businesses is modest at best. For our students, we would want to know how many were hired into international businesses, engaged in some international activity, and started a business with a global trade component. To obtain these data, we would utilize our Office of Career Management as it has been working to track alumni. We plan to assess at graduation, two years out (when alumni would be moving to their next positions), and then five years out. We will have considerable attrition, but it is something the College is committed to improving. On a shorter-term basis, we would want to see who changes majors, adds courses in global issues, and even goes into an international graduate program. Moreover, consistent with GPRA "Measure 1," we would want to see if global background had career impact.

For engagement, we would want to assess the degree to which students participate in more global activities. Much could be derived by working off the data of faculty activities we already have in our databases. For example, we would assess international research, teaching in an international program, or adding a new module or class that has a global component. Again, we would compare these to the benchmark data, and this information would be part of the determinants of GPRA "Measure 2." We would also want to track faculty we are training, such as those in the MSIs. We would want to determine whether there were new concentrations or degree programs at partners such as Columbus State and Central State University. At an

individual level, we would determine whether the participants are training others (i.e., students, faculty, local businesses) in global business, and whether they are travelling internationally and getting involved in research.

Finally, for business participants, we want to administer a survey after they have been out of the program for two years, asking whether they have increased their global activities and hired any additional employees as a result. These data would be used to gauge GPRA “Measure 3.”

To be successful, we must increase data collection, and so we will have to hire a part-time individual to oversee data and its analyses. We also need a new approach to assess these training programs. The government developed the GPRA and GPRAMA measures, and there is a lack of agreement among CIBE schools on how we all must assess the impact of programs on knowledge and skills. Too often, with the lack of clarity on benchmarks and standards, we have imprecision which can even lead to equating counting with impact.

**Activity 67.** Strategic evaluation methodology. With this goal in mind, we will support Professor Ray Noe and his students to develop unified assessments of effective learning. Professor Noe is a world expert on “learning” and its assessments. This would likely not be a specific questionnaire (unless the group wanted to do so) or collection of the same data, but instead would focus on the creation of a strategic methodology to assess learning and its impact. We would propose to discuss this at one or more of the CIBE directors meetings.

### **Project Narrative-VIII: COMPETITIVE PREFERENCE PRIORITY 1**

In the proposal, we have discussed numerous activities that are intended to address this competitive priority. Over the past two years, we have added new programs that engage our students with corporations and agencies to provide a real and engaging preview of global commerce. Let us describe just a small subset of the collaborations that we have developed here

and that we will leverage for further growth. In the current Ohio State CIBER, we have partnered with the state and businesses in the state to design our export internship course; we will continue to scale this and share with other schools in the region. One of our biggest collaborations is with GE and, through it, the NCMM; we will work to grow the global portion here. Through the NCMM we created relationships with a variety of national institutes and associations (e.g., Brookings, National Association of Manufacturers, Society of Human Resource Management). Finally, via our new programs, like the GAP, we are tapping into our alumni networks that are positioned overseas to engage students in projects around the world.

#### **Project Narrative-IX: COMPETITIVE PREFERENCE PRIORITY 2**

We discussed several collaborative activities with MSIs and community colleges (for example, with Wilberforce College and Central State University). Some of the activities involve OSU faculty working with faculty from these institutions to develop and enhance international curriculum. Others include engaging faculty in research and bringing resources (e.g., senior executives) to engage students at these schools. Finally, by bringing to Fisher students and faculty from these colleges, we expect to broaden their perspectives and have them bring back the knowledge to their campuses. In the same way, we intend to build on our relationships with Columbus State Comm. College and collaborate on projects and teaching. We plan to host a Global Summit for the Ohio Community College International Network (OCCIN) to share practices and strategize about global learning in their institutions. This group, in turn, will diffuse knowledge to their national groups.



## Other Attachment File(s)

---

\* **Mandatory Other Attachment Filename:**

[Add Mandatory Other Attachment](#)

[Delete Mandatory Other Attachment](#)

[View Mandatory Other Attachment](#)

---

To add more "Other Attachment" attachments, please use the attachment buttons below.

[Add Optional Other Attachment](#)

[Delete Optional Other Attachment](#)

[View Optional Other Attachment](#)

# Supplemental Materials – 1. Advisory Councils

## CIBER Advisory Council

The Fisher College CIBER Advisory Council provides advice and counsel, as well as critical feedback and evaluation, about all CIBER activities. The Council meets formally once each year.

CIBER Advisory Council	Title & Organization	Email Address
<b>Ex-Officio Members:</b>		
Dr. Anil Makhija	Senior Associate Dean, Fisher College of Business	<a href="mailto:makhija.1@osu.edu">makhija.1@osu.edu</a>
Dr. David Greenberger	Faculty Director, Fisher College of Business	<a href="mailto:greenberger.1@osu.edu">greenberger.1@osu.edu</a>
Ms. Joyce Steffan	Director, Office of Global Business & CIBER, Fisher College of Business	<a href="mailto:steffan.10@osu.edu">steffan.10@osu.edu</a>
<b>General Members:</b>		
Mr. Toshikata Amino	President, Cross-Cultural Management Institute	Beprepared0612@me.com
Mr. Jack Beeler	Partner, Porter Wright Morris & Arthur, LLP	<a href="mailto:jbeeler@porterwright.com">jbeeler@porterwright.com</a>
Mr. Charles Bramlage	CEO President, Pearl Therapeutics	<a href="mailto:cbramlage@pearltherapeutics.com">cbramlage@pearltherapeutics.com</a>
Mr. James Brennan	President, NCC Ventures, LLC	<a href="mailto:jimb@nccventures.com">jimb@nccventures.com</a>
Mr. Bernie Brown	Vice President of Logistics Operations, Limited Brands	Bernhardbrown2@gmail.com
Mr. Patrick Cornelius	Associate, Squire, Sanders & Dempsey, LLP	<a href="mailto:pcornelius@ssd.com">pcornelius@ssd.com</a>
Mr. John Dix	President, Business Development Index Inc.	<a href="mailto:dix.3@osu.edu">dix.3@osu.edu</a>
Dr. J. Mark Erbaugh	Director, International Programs in Agriculture & Professor of Agricultural Economics, College of Agriculture, OSU	<a href="mailto:Erbaugh.1@osu.edu">Erbaugh.1@osu.edu</a>
Ms. Roberta Ford	Director, US Department of Commerce, Export Assistance Center, Central OH	<a href="mailto:Roberta.Ford@mail.doc.gov">Roberta.Ford@mail.doc.gov</a>
Mr. Mark James	VP Economic & Business Development, AEP	<a href="mailto:mjames@aep.com">mjames@aep.com</a>
Mr. Andy Johnston	Global Marketing Director, Ashland Performance Materials	<a href="mailto:ajohnston@ashland.com">ajohnston@ashland.com</a>
Mr. Larry Jutte	CEO, Auld Technologies, LLC	<a href="mailto:ljutte@columbus.rr.com">ljutte@columbus.rr.com</a>

## Supplemental Materials – 1. Advisory Councils

Mr. Ruben Melendez	President and CEO, Glomark-Governan	<a href="mailto:re.melendez@governan.com">re.melendez@governan.com</a>
Mr. Kirk Merritt	Director, International Marketing, Ohio Soybean Council	<a href="mailto:kmerritt@soyohio.org">kmerritt@soyohio.org</a>
Mr. Chris Pilkington	Vice President, Manager International Banking Business Development, FirstMerit Bank	<a href="mailto:chris.pilkington@firstmerit.com">chris.pilkington@firstmerit.com</a>
Mr. Anthony Redic	CEO, Bartar Consultants, Inc.	<a href="mailto:aredic@bartarconsultants.com">aredic@bartarconsultants.com</a>
Mr. Noah Sudow	STEM Education, Battelle	<a href="mailto:sudown@battelle.org">sudown@battelle.org</a>
Mr. Jeff Rice	Executive Director, Office of Career Management, Fisher College of Business	<a href="mailto:Rice.122@osu.edu">Rice.122@osu.edu</a>
Mr. Gary Ross	President, Astute Solutions	<a href="mailto:garros@astutesolutions.com">garros@astutesolutions.com</a>
Ms. Deborah Scherer	Columbus 2020!	<a href="mailto:ds@columbusregion.com">ds@columbusregion.com</a>
Mr. James Sisto, Esq.,	Attorney of Law, Tsibouris & Associates, LLC	<a href="mailto:james.sisto@tsibouris.com">james.sisto@tsibouris.com</a>
Mr. S. Martijn Steger	Partner, Kegler, Brown, Hill & Ritter, LLP	<a href="mailto:MSteger@keglerbrown.com">MSteger@keglerbrown.com</a>
Alan Vander Molen	Vice Chairman, DJE Holdings Edelman	<a href="mailto:Alan.Vandermolen@edelman.com">Alan.Vandermolen@edelman.com</a>
Dr. Mary Vaughn	Chair, Integrated Media and Technology, Columbus State Community College	<a href="mailto:mvaughn@csc.edu">mvaughn@csc.edu</a>
Dr. Galal Walker	Director, National East Asian Languages Resource Center and Professor, Dept. of East Asian Languages and Literatures, OSU	<a href="mailto:walker.17@osu.edu">walker.17@osu.edu</a>

# Supplemental Materials – 1. Advisory Councils

## Fisher Dean's Advisory Council

Fisher College of Business Dean's Advisory Council is invaluable to the planned growth of the college. The expertise of the council provides program evaluation, assessments of new initiatives and consideration of new activities valuable to the college's portfolio of programs. Through the guidance of these members, Fisher College of Business continues to be a national and international leader in research and education.

Mr. James Allen, Chairman and Chief Executive Officer, Hilliard Lyons Asset Management, Louisville, Kentucky

Mr. William E. Arthur, Chairman, Broad Street Financial, Columbus, Ohio

Mr. Craig Bahner, Chief Marketing Officer, The Wendy's Company, Dublin, Ohio

Mr. David I. Beatson, Chief Executive Officer, GlobalWare Solutions, Redwood City, California

Mr. Kenneth L. Coleman, Chairman, Accelrys Inc., Los Altos Hills, California

Mr. Christopher M. Connor, Chairman, President, and Chief Executive Officer, The Sherwin-Williams Company, Cleveland, Ohio

Ms. Tanny Crane, President and Chief Executive Officer, Crane Group Company, Columbus, Ohio

Mr. Clayton C. Daley Jr., Chief Financial Officer (Retired), Proctor and Gamble, Cincinnati, Ohio

Mr. Jonathon S. Eesley, Vice-President and Financial Advisor, Bernstein Global Wealth Management, Westerville, Ohio

Dr. Ruann F. Ernst, President and Chief Executive Officer (Retired), Digital Island, Los Altos, California

Mr. Robert M. Eversole, Principal, Stonehenge Partners Inc., Columbus, Ohio

Mr. Phillip Wm. Fisher, Principal, The Fisher Group, Southfield, Michigan

Mr. Sander A. Flaum, Managing Partner, Flaum Partners Inc., New York, New York

Mr. W. G. Fleming, Jr., Director, Liati Group LLC, New York, New York

Mr. Timothy Gallagher, Managing Director, Morgan Stanley, New York, New York

Mr. John B. Gerlach, Jr., Chairman, President and CEO, Lancaster Colony Corporation, Columbus, Ohio

Mr. Mark R. Goldston, Chairman, President, and Chief Executive Officer, United Online, Woodland Hills, CA

Mr. Thomas R. Green, Chairman and Chief Executive Officer, Lancaster Pollard and Co., Columbus, Ohio

Mr. Ray J. Groves, Chairman and Chief Executive Officer (Retired), Ernst and Young, New York, New York

Mr. Malcolm J. Gudis, Chairman and Chief Executive Officer, Second Tranché Investments, Dallas, Texas

Ms. Sandra W. Harbrecht, President, Paul Werth Associates Inc., Columbus, Ohio

Mr. Lawrence A. Hilsheimer, Executive Vice President and CFO, Scotts Miracle-Gro, Marysville, Ohio

Ms. Helga Houston, Senior Executive Vice President and Chief Risk Officer, Huntington Bancshares Inc., Columbus, Ohio

# Supplemental Materials – 1. Advisory Councils

## Fisher Dean's Advisory Council (continued)

Richard D. Johnson, Partner (Retired), Accenture, Cleveland, Ohio

Mr. W. G. Jurgensen, Chief Executive Officer (Retired), Nationwide Insurance, Columbus, Ohio

Mr. Timothy P. Keenan, Chairman and Chief Executive Officer, High Performance Technologies Inc., Reston, VA

Mr. William C. Killgallon, Chairman and Chief Executive Officer, The Ohio Art Company, Bryan, Ohio

Mr. Charles Klatskin, Managing Director, Jones Lang LaSalle, Hasbrouck Heights, New Jersey

Ms. Holly Keller Koepfel, Executive Vice President and Chief Financial Officer, American Electric Power, Columbus, Ohio

Dr. David T. Kollat, President, 22 Inc., Westerville, Ohio

Mr. Patrick J. Martin, Chairman, President and Chief Executive Officer (Retired), Storage Technology Corporation, Cordillera, Colorado

Mr. John P. McEwan, Office Managing Partner, Deloitte and Touche LLP, Columbus, Ohio

Mr. Timothy A. Michael, Principal, Michael Freres and Associates, Columbus, Ohio

Ms. Elizabeth Aston Mily, Chief Operating Officer, Global Mergers and Acquisitions Group, Barclays Capital, New York, New York

Mr. Martin C. Murrer, Managing Director, Sagent Advisors Inc., New York, New York

Mr. Carl A. Nelson, Jr., Managing Partner (Retired), Arthur Andersen, Columbus, Ohio

Mr. Lionel L. Nowell III, Senior Vice President and Treasurer (Retired), PepsiCo Inc., Purchase, New York

Mr. James G. Oates, President (Retired), Leo Burnett Worldwide, Gunnison, Colorado

Mr. James J. O'Brien, Chairman and Chief Executive Officer, Ashland Inc., Covington, Kentucky

Mr. Ed L. Overmyer, Chairman (Retired), Willis HRH, Columbus, Ohio

Mr. Corbett A. Price, Chairman and Chief Executive Officer, Kurrion Inc., Chevy Chase, Maryland

Mr. David A. Rismiller, *Chairman, President, and Chief Executive Officer*, FirsTier Financial Inc., Omaha, NE

Mr. Robert H. Schottenstein, Chairman, President, and Chief Executive Officer, M/I Homes Inc., Columbus, Ohio

Mr. Donald B. Shackelford, Chairman (Retired), Fifth Third Bank, Columbus, Ohio

Mr. John M. Shepherd, Chief Executive Officer (Former), Shepherd Chemical Company, Cincinnati, Ohio

Mr. George Sladoje, Chairman, North American Energy Credit and Clearing Corporation, Chicago, Illinois

Mr. Jesse J. Tyson, Director (Retired), Global Aviation, ExxonMobil Petroleum and Chemical, Coral Gables, FL

Mr. Charles R. Webb, Chairman, Ernst and Webb LLC, Cincinnati, Ohio

Ms. Yihua Yang, MBA candidate, Harvard Business School, Cambridge, Massachusetts

Mr. Paul T. Yin, President, Dah Chung Industrial

---

## CIBE Assurance Form

---

**INSTRUCTIONS:** Applicants are required to provide the following assurance. This assurance form must be signed by the authorized representatives of the applicant. Upload this form as item #2 in the Other Narrative Attachment Form section of the e-application.

The applicant hereby assures and certifies that:


1. In addition to conducting the extensive planning activities required under the eligibility section of the statute, the Center Advisory Council shall meet not less than once a year after the establishment of the Center to assess and advise on the programs and activities conducted by the Center;
2. There shall be ongoing collaboration in the establishment and operation of the Center by faculty of the business, management, foreign language, international studies and other professional schools or departments, as appropriate;
3. The education and training programs of the Center will be open to students concentrating in each of these respective areas, as appropriate, and that diverse perspectives will be made available to students in these programs.
4. The applicant will use the assistance provided under this program to supplement and not to supplant activities already being conducted by the applicant.

*Kari T Uhl Asst Dir  
Grants and Contracts*

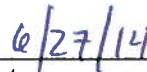
---

Name and Title of Authorized Representative

Signature



Date





Jeffrey R. Immelt  
Chairman & CEO

3135 Easton Turnpike  
Fairfield, CT 06828  
USA

T +1 203 373 3367  
F +1 203 373 2225  
jri.immelt@ge.com

June 30, 2014

Mr. Tim Duvall  
Program Specialist – IEGPS  
U.S. Department of Education  
International Education Programs Service  
1990 K Street NW, Sixth Floor  
Washington, D.C. 20006-8521

Dear Mr. Duvall:

It is my pleasure to send this letter of support on behalf of the Center for International Business Education and Research (CIBER) at The Ohio State University, Fisher College of Business.

At GE, we have a long tradition of partnering with schools and academic institutions to further strengthen education in America and prepare current and future GE employees to compete in the global economy. Ranging from K-12 as well as higher education, we believe that collaborations between academia and the business community are critical to spurring innovation, driving growth, and creating jobs nationwide.

One of the best examples is the National Center for the Middle Market (NCMM). Formed in 2011, this collaboration between GE Capital and the Fisher College of Business has sparked a national dialogue about the U.S. middle-market economy, a segment that represents only three percent of all American businesses yet generates one-third of the country's private GDP and employs one-third of private workers. Through its research, the NCMM provides education and training opportunities for executives and students alike to support the future success of this vital segment.

In continuing this research, the NCMM will collaborate with the OSU CIBER to conduct an economic study that explores relevant topics to drive job growth in Ohio and increase exports abroad. Once complete, additional economic studies will be completed in California, Florida, Illinois, New York, and Texas where a concentration of middle markets exist. This research will provide these states with insights, recommendations, and tools to help overcome challenges, improve performance, and accelerate growth for their middle-market businesses.

The U.S. Department of Education's support of these important programs – programs that promote and encourage the competitiveness of U.S. business throughout the world – is vital to the health of our economy. I strongly urge you to continue to designate Fisher College of Business at The Ohio State University as one of this nation's CIBER schools.

Sincerely,



**JOHN R. KASICH**  
GOVERNOR  
STATE OF OHIO

June 23, 2014

Mr. Tim Duvall  
Program Specialist – IEGPS  
U.S. Department of Education  
International Education Programs Service  
1990 K Street NW, Sixth Floor  
Washington, D.C. 20006-8521

Dear Mr. Duvall:

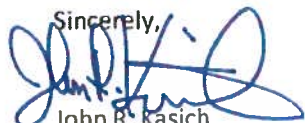
I am writing to express my support for the work of the Center for International Business Education and Research (CIBER) at The Ohio State University's Fisher College of Business.

The continued growth of Ohio's economy will require a workforce equipped to compete in the global business marketplace. To that end, CIBER's objectives include increasing the number of Ohio students who participate in worldwide experiences and ensuring their international competencies align with the needs of employers — both essential goals to achieve a globally-minded workforce.

Ohio's Development Services Agency is a strong partner with CIBER and is working to expand the nationally-recognized Ohio Export Internship Program that places undergraduate students from around the state with companies looking to establish and grow export capabilities. In the first three years of this dynamic partnership, we have matched 60 students to 59 Ohio companies. In the first two years, the Ohio Export Internship Program resulted in more than \$7 million of increased export sales.

The Ohio State University is the flagship institution in the University System of Ohio. As such, Ohio State has a special responsibility to assist the citizens of this state and beyond to achieve their educational and career goals by facilitating access to the resources and opportunities of one of the nation's premiere land grant universities. In particular, CIBER at Ohio State's Fisher College of Business plays a pivotal role in providing students — at four year and two year institutions — easy access to innovative programs that expand their global perspective and develop critical skills such as language, cross cultural competence, and an understanding of the interconnected business environment in which they must compete.

Thank you for your consideration of the grant application from this great Ohio institution. We seek to build upon this critical link between students and the global business community -- and continue to create jobs that strengthen and grow businesses across Ohio and the nation.

Sincerely,  
  
John R. Kasich  
Governor

77 SOUTH HIGH STREET • 30TH FLOOR • COLUMBUS, OHIO 43215-6117 • 614.466.3555





*College of Business  
Office of the Dean  
937.376.6441*

Date: June 25, 2014

From: College of Business

To: Prof. David B. Greenberger

We at Central State University's (CSU) College of Business are delighted to support your application for funding under the Department of Education's CIBER program. The opportunity to collaborate with Ohio State University's (OSU) Fisher School of Business on a number of fronts under this program will serve to enrich our entire faculty and our International Business program's students.

The areas of collaboration our faculty and students can benefit most from include:

- Attending any colloquia organized at OSU
- Having our students participate (and possibly enroll) in OSU's global - oriented classes such as OSU's export class
- Having your faculty work with our faculty on developing and improving curriculum
- Developing activities that could be used with some of the 2-year institutions such as Clark State Community College and Sinclair Community College with which CSU has articulation agreements
- Developing programs to bring leading executives from the area who have global business responsibilities (including Alums of CSU) to speak to CSU students

Your inclusion of CSU in this collaboration opportunity would be of immense benefit to our College of Business and students and we look forward to working with you on this project.

Sincerely,

Fidelis M. Ikem, Ph.D. Dean  
College of Business

SHERROD BROWN  
OHIO

COMMITTEES:

AGRICULTURE, NUTRITION,  
AND FORESTRY

BANKING, HOUSING,  
AND URBAN AFFAIRS

FINANCE

VETERANS' AFFAIRS

SELECT COMMITTEE ON ETHICS

# United States Senate

WASHINGTON, DC 20510 - 3505

May 14, 2014

Brenda Dann-Messier  
Acting Assistant Secretary  
Office of Postsecondary Education  
U.S. Department of Education  
1990 K Street NW  
Washington, DC 20006

Dear Ms. Dann-Messier:

As the Office of Postsecondary Education considers proposals for the Centers for International Business Education and Research (CIBER) program, I would like to bring to your attention a proposal submitted by The Ohio State University's Fisher College of Business.

The Fisher College of Business has hosted the CIBER program since 1995 and, in that time, the program has greatly contributed to the enhancement and development of student learning in global business. It provides Ohio's students with access to innovative programs that expand global perspectives and develop critical skills including language, cross-cultural competence, and an understanding of business environments. These skills and Fisher's strategic plan for Ohio will ensure that Ohio's workforce and businesses can compete and work throughout the world.

Please give all possible consideration to the Fisher College of Business's proposal. I ask that you keep my office informed of the status of this application.

Sincerely,



Sherrod Brown  
United States Senator

SB: km

# United States Senate

WASHINGTON, DC 20510

June 18, 2014

Mr. Tim Duvall  
Program Specialist  
U.S. Department of Education  
International Education Programs Service  
1990 K Street N.W., Sixth Floor  
Washington, D.C. 20006-8521

Dear Mr. Duvall,

I write to bring to your attention the competitive grant application submitted by the Center for International Business Education and Research (CIBER) at The Ohio State University for funding in the Centers for International Business Education program.

Housed at Ohio State's Fisher College of Business since 1995, CIBER plays an important role in ensuring that the next generation of leaders is prepared to make a lasting and meaningful impact in the global business market. This grant would provide funding to schools of business for curriculum development, research, and training on issues of importance to U.S. trade and competitiveness.

Please give all due consideration to this request. If there are any questions, please contact my grant coordinator, Linda Greenwood at (419) 259-3895. Thank you.

Sincerely,



Rob Portman  
United States Senator

JOYCE BEATTY  
3RD DISTRICT, OHIO

COMMITTEE ON  
FINANCIAL SERVICES  
SUBCOMMITTEE ON HOUSING AND INSURANCE  
SUBCOMMITTEE ON OVERSIGHT AND INVESTIGATIONS

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-3503**

June 25, 2014

417 CANNON HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-4324-PHONE  
(202) 225-1984-FAX

471 E. BROAD STREET, SUITE 1100  
COLUMBUS, OHIO 43215  
(614) 220-0003-PHONE  
(614) 220-5640-FAX

Beatty.house.gov

Brenda Dann-Messier  
Office of Postsecondary Education  
U.S. Department of Education  
Washington, DC 20006

Dear Ms. Dann-Messier:

As you consider proposals from Centers for International Business, Education & Research (CIBER) in postsecondary institutions around the country, I encourage you to consider The Ohio State University. The Ohio State University has a striving CIBER program in the Fisher College of Business. The program has provided resources and quality education to business students since 1995.

The program has been a great asset in preparing students in Ohio, and all around the country, to enter the field of business by providing research and training in the international aspects of trade and commerce. The CIBER program provides students with the experience to learn from new programs and develop skills that will be effective for international business. The lessons being learned through the CIBER program in the Fisher College of Business make certain that Ohio businesses can compete with those around the world.

If granted this proposal, the Fisher College of Business would have the capabilities to:

- Continue to create innovative programs that enhance global skills in international business and cross-cultural perspectives;
- Create further opportunities for students to study abroad and gain hands-on experience in the global business arena;
- Guarantee that Ohio's workforce and local businesses will be more than capable of competing and standing tall among businesses all over the world.

I ask that you please give full and fair consideration concerning the grant to the Ohio State University's Fisher College of Business proposal for funding. Receiving this grant will enable the Fisher College of Business to offer more opportunities to business students from around the world. Please keep my office informed of the status of this application.

Sincerely,



Joyce Beatty  
Member of Congress

## Supplemental Materials -- 3: Meeting the Purpose -- 2014 - 2018 CIBE INITIATIVES -

Authorized Activities		Competitive Preference Priority 1: Collaborations with Associations and/or Businesses to Expand Employment	Competitive Preference Priority 2: Collaborations with MSIs/Community Colleges
<b>Authorized Activity 1: Be National Resource for Teaching Improved IB Technique</b>			
1	Co-Sponsor Global Scholars Diploma High School Program (NEW)	X	X
2	Offer Global Curriculum Development Seminars to High School Teachers (New)	X	X
3	Enhance Fisher Global Perspectives Program for Minority High School Students (On-Going)	X	X
4	Create International Projects with Metro School of Columbus (New)	X	X
5	Collaborate with Young Scholars Program (YSP) to enhance global perspective for high school students (On-going)	X	X
6	Develop New Collaborations with HBCUs	X	X
7	Develop On-Line High School Curriculum with Treca Digital Academy	X	X
8	Co-Sponsor Internationalizing Doctoral Education in Business Program	X	
<b>Authorized Activity 2: Provide Instruction in Critical Foreign Language and Culture</b>			
9	Provide Instruction in Critical Foreign Languages and Culture Training	X	X
10	Include Basic Language Training as Part of Pre-Departure Preparation for Global Programs	X	X
11	Offer Travel Scholarships to Students who Minor in Foreign Language	X	X
12	Encourage Foreign Language and Area Studies (FLAS) Fellowship Participation	X	
13	Enhance Partnerships with Area Study Centers	X	X
14	Co-Sponsor National CIBER Business Language Conference	X	X
<b>Authorized Activity 3: Provide Research/Training in International Aspects of Trade and Commerce</b>			
15	Collaborate with National Center for the Middle Markets on data collection	X	
16	Offer Faculty Global Research Awards to OSU, MSIs, and Community College Faculty	X	X
17	Sponsor Summer Research Opportunity Program (SROP) under H220A140011	X	X
18	Expand Research Network on Global Business Topics	X	

Authorized Activities		Competitive Preference Priority 1: Collaborations with Associations and/or Businesses to Expand Employment	Competitive Preference Priority 2: Collaborations with MSIs/Communities
19	Develop Micro-Enterprise Programs for Immigrant Groups	X	X
20	Create Post-Retirement Global Business Training Programs	X	
21	Create Global Awareness Coaching Program for Millennials	X	X
Authorized Activity 4: Provide Training to Students in which a Center is Located			
22	Expand Current Undergraduate Export Internship Program	X	X
23	Create Specialized Undergraduate Export Industry Cluster	X	
24	Create MBA Export Internship Program	X	
25	Teach Global Aspect of Middle Market Business Course	X	
26	Expand Veteran Training in Trade and Commerce	X	
27	Increase Undergraduate Global Lab Options	X	X
28	Increase Under-Represented Minority Student Travel Scholarships	X	X
29	Collaborate with OSU's Office of Diversity and Inclusion to expand global leadership	X	X
30	Sponsor Students to Participate in OSU's One-Health Partnership in Ethiopia	X	X
31	Sponsor Undergraduate Social Entrepreneurship Project in Ghana	X	X
32	Sponsor Undergraduate Global Case Competition Participation in Rotterdam	X	
33	Increase Fisher Summer Global Internship Participation	X	X
34	Create Global Option in Business Transcript Designation	X	
35	Increase Graduate Student Global Applied Projects (GAP) Program	X	X
Authorized Activity 5: Serve as a Regional Resource to Businesses			
36	Expand Global Executive Education Programs	X	X
37	Expand Research to Reduce Export Barriers PR/Award # P220A140011	X	X
38	Benchmark Global Business Indicators Page e90	X	X
39	Improve Supply Chain Resilience Through Human Resource Development		



Authorized Activities		Competitive Preference Priority 1: Collaborations with Associations and/or Businesses to Expand Employment	Competitive Preference Priority 2: Collaborations with MSIs/Community Organizations
40	Expand NCMM Global Summit Audience	X	X
41	Create Online Basic Export Seminar Series for the Business Community	X	X
42	Create Online Export Workshop Series to Complete Certified Global Business Professional Certification	X	X
43	Create Online Export Workshop Series to Customs Brokers License	X	X
44	Create OSU CIBE Export Institute	X	
45	Serve on Columbus Metropolitan Export Initiative Steering Committee	X	
46	Serve on The Columbus Region Global Connect Initiative Core Team	X	
47	Expand Business Outreach Collaborations	X	
48	Collaborate with OSU's Global Water Institute Research	X	
Authorized Activity 6: Serve Other Faculty, Students, and Institutions of Higher Education in the Region			
49	Create Global Entrepreneurship Pathway Program for Community College Students	X	X
50	Increase Under-Represented Minority Scholarships	X	X
51	Collaborate with OSU's Office of Diversity and Inclusion to expand global perspective	X	X
52	Expand Ohio Community College International Network	X	X
53	Expand Export Internship Program to Regional Universities	X	X
54	Create Basic Export 101 Course for Non-Business Students	X	X
55	Co-Sponsor Columbus Sister City Business Initiatives and High School Cultural Outreach Program	X	X
56	Co-sponsor National Faculty Development in Business (FDIB) - Africa with University of South Carolina Consortium (NEW)	X	X
57	Provide Scholarship for Community College Faculty and MSI Faculty for FDIB – Africa Program (NEW)	X	X
58	Offer Global Research Awards for Ohio MSI faculty or PhD students with focus in Southeast Asia, Sub-Sahara Africa (NEW)	X	X
59	Create Online Inventory of China, Brazil, Africa, Eastern Europe, and Japan Resources in OH (NEW) PR/Award # P220A140011	X	X
60	Co-sponsor National Knowledge Map Project, creation for US and other areas with Temple University (NEW)	X	

Authorized Activities		Competitive Preference Priority 1: Collaborations with Associations and/or Businesses to Expand Employment	Competitive Preference 2: Collaborations with MSIs/Communities
62	Business International Studies Network (BISNET) membership (On-Going)	X	
63	National Association of Small Business International Trade Educators (NASBITE) Sponsorship	X	
64	NDEC (National District Export Council) Sponsorship	X	
65	SODEC (Southern Ohio District Export Council) Sponsorship and Steering Committee Member	X	
66	Minority Business Council	X	X
67	Strategic Evaluation Methodology	X	X



## Supplemental Materials -- 3: Programmatic Requirements -- 2014 - 2018 CIBE INITIATIVE

Authorized Activities		Requirement 1: Interdisciplinary Programs which incorporate foreign language and IB training into business, finance, mgmt, communications, and other professional curricula	Requirement 2: Interdisciplinary Programs which provide business, finance, mgmt, communications, and other professional training for foreign language and IB studies faculty and degree candidates
<b>Authorized Activity 1: Be National Resource for Teaching Improved IB Technique</b>			
1	Co-Sponsor Global Scholars Diploma High School Program (NEW)	X	X
2	Offer Global Curriculum Development Seminars to High School Teachers (New)	X	X
3	Enhance Fisher Global Perspectives Program for Minority High School Students (On-Going)	X	X
4	Create International Projects with Metro School of Columbus (New)	X	X
5	Collaborate with Young Scholars Program (YSP) to enhance global perspective for high school students (On-going)	X	X
6	Develop New Collaborations with HBCUs	X	X
7	Develop On-Line High School Curriculum with Treca Digital Academy	X	X
8	Co-Sponsor Internationalizing Doctoral Education in Business Program	X	X
<b>Authorized Activity 2: Provide Instruction in Critical Foreign Language and Culture</b>			
9	Provide Instruction in Critical Foreign Languages and Culture Training	X	X
10	Include Basic Language Training as Part of Pre-Departure Preparation for Global Program	X	X
11	Offer Travel Scholarships to Students who Minor in Foreign Language	X	X
12	Encourage Foreign Language and Area Studies (FLAS) Fellowship Participation	X	X
13	Encourage Post-graduate Study with Area Studies Grants	X	X

Authorized Activities		Requirement 1: Interdisciplinary Programs which incorporate foreign language and IB training into business, finance, mgmt, communications, and other professional curricula	Requirement 2: Interdisciplinary Programs which provide business, finance, mgmt, communications, and other professional training for foreign language and IB studies faculty and degree candidates
Authorized Activity 3: Provide Research/Training in International Aspects of Trade and Commerce			
15	Collaborate with National Center for the Middle Markets on data collection		
16	Offer Faculty Global Research Awards to OSU, MSIs, and Community College Faculty		
17	Sponsor Summer Research Opportunity Program (SROP) Student		
18	Expand Research Network on Global Business Topics		
19	Develop Micro-Enterprise Programs for Immigrant Groups		
20	Create Post-Retirement Global Business Training Programs		
21	Create Global Awareness Coaching Program for Millennials		
Authorized Activity 4: Provide Training to Students in which a Center is Located			
22	Expand Current Undergraduate Export Internship Program		
23	Create Specialized Undergraduate Export Industry Cluster		
24	Create MBA Export Internship Program		
25	Teach Global Aspect of Middle Market Business Course		
26	Expand Veteran Training in Trade and Commerce		
27	Increase Undergraduate Global Lab Options PR/Award # P220A140011		X
28	Increase Under-Represented Minority Student Travel Scholarships	X	X

Authorized Activities		Requirement 1: Interdisciplinary Programs which incorporate foreign language and IB training into business, finance, mgmt, communications, and other professional curricula	Requirement 2: Interdisciplinary Programs which provide business, finance, mgmt, communications, and other professional training for foreign language and IB studies faculty and degree candidates
31	Sponsor Undergraduate Social Entrepreneurship Project in Ghana	X	X
32	Sponsor Undergraduate Global Case Competition Participation in Rotterdam	X	X
33	Increase Fisher Summer Global Internship Participation	X	X
34	Create Global Option in Business Transcript Designation	X	X
35	Increase Graduate Student Global Applied Projects (GAP) Program	X	X
Authorized Activity 5: Serve as a Regional Resource to Businesses			
36	Expand Global Executive Education Programs		
37	Expand Research to Reduce Export Barriers		
38	Benchmark Global Business Indicators		
39	Augment Supply Chain Resilience Tools and How to Develop More Global Capabilities		
40	Expand NCMM Global Summit Audience		
41	Create Online Basic Export Seminar Series for the Business Community		
42	Create Online Export Workshop Series to Complete Certified Global Business Professional Certification		
43	Create Online Export Workshop Series to Customs Brokers License		
44	Create OSU CIBE Export Institute		
45	Serve on Columbus Metropolitan Export Initiative Steering Committee		

Authorized Activities		Requirement 1: Interdisciplinary Programs which incorporate foreign language and IB training into business, finance, mgmt, communications, and other professional curricula	Requirement 2: Interdisciplinary Programs which provide business, finance, mgmt, communications, and other professional training for foreign language and IB studies faculty and degree candidates
48	Collaborate with OSU's Global Water Institute Research		
Authorized Activity 6: Serve Other Faculty, Students, and Institutions of Higher Education in the Region			
49	Create Global Entrepreneurship Pathway Program for Community College Students		
50	Increase Under-Represented Minority Scholarships	X	X
51	Collaborate with OSU's Office of Diversity and Inclusion to expand global perspective	X	X
52	Expand Ohio Community College International Network	X	X
53	Expand Export Internship Program to Regional Universities	X	X
54	Create Basic Export 101 Course for Non-Business Students	X	X
55	Co-Sponsor Columbus Sister City Business Initiatives and High School Cultural Outreach Program	X	X
56	Co-sponsor National Faculty Development in Business (FDIB) - Africa with University of South Carolina Consortium (NEW)	X	X
57	Provide Scholarship for Community College Faculty and MSI Faculty for FDIB – Africa Program (NEW)	X	X
58	Offer Global Research Awards for Ohio MSI faculty or PhD students with focus in Southeast Asia, Sub-Sahara Africa (NEW)	X	X
59	Create Online Inventory of China, Brazil, Africa, Eastern Europe, and Japan Resources in OH (NEW)		
60	Co-sponsor National Knowledge Map Project, creation for US metro areas with Temple University (NEW)		
61	Co-sponsor Alleviating Poverty Through Entrepreneurship Summit PR/Award # P220A140011	X	X
62	Business International Studies Network (BISNET) membership (On-Going)		

Authorized Activities		Requirement 1: Interdisciplinary Programs which incorporate foreign language and IB training into business, finance, mgmt, communications, and other professional curricula	Requirement 2: Interdisciplinary Programs which provide business, finance, mgmt, communications, and other professional training for foreign language and IB studies faculty and degree candidates
65	SODEC (Southern Ohio District Export Council) Sponsorship and Steering Committee Member		
66	Minority Business Council		
67	Strategic Evaluation Methodology		

## Supplemental Materials -- 3: Collaborative Initiatives - Developing a Globally Comp

CIBE INITIATIVE		
<b>Authorized Activity: Be a national resource for the teaching of improved IB technique</b>		
1	Co-Sponsor Global Scholars Diploma High School Program	Columbus Council on World Affairs, GlobalE
2	Offer Global Curriculum Development Seminars to High School Teachers	Columbus Council on World Affairs, GlobalE
3	Enhance Fisher Global Perspectives Program for Minority High School Students	
4	Create International Projects with Metro School of Columbus	
5	Collaborate with Young Scholars Program (YSP) to enhance global perspective for high school students	Akron Public, Columbus, Canton City, Cincinnati Toledo Public and You
6	Develop New Collaborations with MSIs	
7	Develop On-Line High School Curriculum with Treca Digital Academy	
8	Co-Sponsor Internationalizing Doctoral Education in Business Program	
<b>Authorized Activity 2: Provide Instruction in Critical Foreign Language and Culture</b>		
9	Provide Instruction in Critical Foreign Languages and Culture Training	OSU Dept of East Asian Languages, OSU Center Chinese Studies
10	Include Basic Language Training as Part of Pre-Departure Preparation for Global Programs	OSU Dept of East Asian Languages, OSU Center Chinese S
11	Offer Travel Scholarships to Students who Minor in Foreign Language	
12	Encourage Foreign Language and Area Studies (FLAS) Fellowship Participation	Fisher Graduate and Undergraduate Programs Of Slavic and E
13	Enhance Partnerships with Area Study Centers	East Asian Studies Center, Center for Latin Americ

<b>CIBE INITIATIVE</b>		
14	Co-Sponsor National CIBER Business Language Conference	
<b>Authorized Activity 3: Provide Research/Training in International Aspects of Trade and Commerce</b>		
15	Collaborate with National Center for the Middle Markets on data collection	Nat
16	Offer Faculty Global Research Awards to OSU, MSIs, and Community College Faculty	Fisher College of Business, Central State Univer
17	Sponsor Summer Research Opportunity Program (SROP) Student	Fisher College of Bu
18	Expand Research Network on Global Business Topics	Nat
19	Develop Micro-Enterprise Programs for Immigrant Groups	
20	Create Post-Retirement Global Business Training Program	
21	Create Global Awareness Coaching program for Millennials	
<b>Authorized Activity 4: Provide Training to Students in which a Center is Located</b>		
22	Expand Current Undergraduate Export Internship Program	State of Ohio Development Services Agency, U.S.
23	Create Specialized Undergraduate Export Industry Cluster	
24	Create MBA Export Internship Program	
25	Teach Global Aspects of Middle Market Business Course	
26	Expand Veteran Training in Trade and Commerce	State of Ohio Development Services Agency, U.S.
27	Increase Undergraduate Global Lab Options	Fisher College

<b>CIBE INITIATIVE</b>		
28	Increase Under-Represented Minority Student Travel Scholarships	
29	Collaborate with OSU's Office of Diversity and Inclusion to expand global leadership	
30	Sponsor Students to Participate in OSU's One-Health Partnership in Ethiopia	Fisher College of Business, OSU He
31	Sponsor Undergraduate Social Entrepreneurship Project in Ghana	Fisher College of Business, College of Enginee
32	Sponsor Undergraduate Global Case Competition Participation in Rotterdam	
33	Increase Fisher Summer Global Internship Participation	Fisher College of Business, Academic Interns
34	Create Global Option in Business Transcript Designation	
35	Increase Graduate Student Global Applied Projects (GAP) Program	Fisher Graduate Programs Office, Office of E
<b>Authorized Activity 5: Service as a Regional Resource to Businesses</b>		
36	Expand Global Executive Education Programs	Fisher Office of Executive Education, Office of A
37	Expand Research to Reduce Export Barriers	Nat
38	Benchmark Global Business Indicators	National Center for the Middle Markets, GE Cap
39	Augment Supply Chain Resilience Tools and How to Develop More Global Capabilities	Nat
40	Expand NCMM Global Summit Audience	National Center for the Middle Markets, GE Cap
41	Create Online Basic Export Seminar Series for Business Community	State of Ohio Development Services Agency, U.S. C
42	Create Online Export Workshop Series to Complete Certified Global Business Professional Certification	State of Ohio Development Services Agency, U.S. C



<b>CIBE INITIATIVE</b>		
43	Create Online Export Workshop Series to Complete Customers Brokers License	State of Ohio Development Services Agency, U.S. C
44	Create OSU CIBE Export Institute	State of Ohio Development Services Agency, U.S. C
45	Serve on Columbus Metropolitan Export Initiative Steering Committee	State of Ohio Development Services Agency, U.S. C
46	Serve on The Columbus Region Global Connect Initiative Core Team	State of Ohio Development Services Agency, U.S. C
47	Expand Business Outreach Collaborations	National Center for the Middle Markets, GE Cap
48	Collaborate with OSU's Global Water Institute Research	OSU Environmental Sciences Network, Office of Business; Engineering; Food, Agricultural and
<b>Authorized Activity 6: Serve Other Faculty, Students, and Institutions of Higher Education in the Region</b>		
49	Create Global Entrepreneurship Pathway Program for Community College Students	OSU Office of Diversity and Inclusion, C
50	Increase Under-Represented Minority Scholarships	OSU Office of Diversity and Inclusion, C
51	Collaborate with OSU's Office of Diversity and Inclusion to expand global perspective	OSU Office of Diversity and Inclusion, C
52	Expand Ohio Community College International Network	OH
53	Expand Export Internship Program to Regional Universities	Bowling Green State Universit
54	Create Online Basic Export 101 Seminar Series for Business Community	State of Ohio Development Services Agency, U.S. C
55	Co-Sponsor Columbus Sister City Business Initiatives and High School Cultural Outreach Program	Columbus Sister Cities International, Ahmedaba
56	Co-sponsor National Faculty Development in Business (FDIB) - Africa with University of South Carolina Consortium (NEW)	
57	Provide Scholarship for Community College Faculty and MSI Faculty for FDIB - Africa Program (NEW)	Central State University, Wilberforce University, 23

<b>CIBE INITIATIVE</b>		
58	Offer Global Research Awards for Ohio MSIs and Community College Faculty with focus in Southeast Asia, Sub-Sahara Africa (NEW)	Central State University, Wilberforce University, 23
59	Create Online Inventory of China, Brazil, Africa, Eastern Europe, and Japan Resources in OH (NEW)	
60	Co-sponsor National Knowledge Map Project, creation for US metro areas with Temple University (NEW)	
61	Co-sponsor Alleviating Poverty Through Entrepreneurship Summit	
62	Business International Studies Network (BISNET) membership (On-Going)	Brigham Young University, Emory University, University, New York University, Purdue University, Urbana/Champaign, University of Michigan, University of Pennsylvania, University of South Carolina, University of V
63	National Association of Small Business International Trade Educators (NASBITE) Sponsorship	
64	NDEC (National District Export Council) Sponsorship	
65	SODEC (Southern Ohio District Export Council) Sponsorship and Steering Committee Member	
66	Minority Business Council	
67	Strategic Evaluation Methodology	

## Supplemental Material 3: OSU Foreign Language Offerings

Number of Foreign Languages Taught: 40

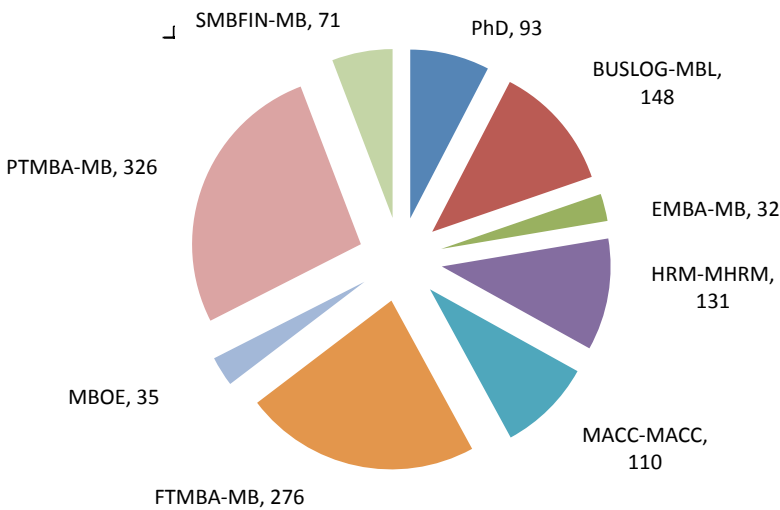
Number of Courses Offered in a Typical Semester: 294

Number of Sections Taught in a Semester: 593

	Courses Offered in	Sections Offered in
American Sign Language	4	27
Arabic	16	35
Bosnian/Croatian/Serbian	2	2
Catalan	Periodic Offerings	Periodic Offerings
Chinese	23	47
Czech	1	1
Dutch (Flemish)	Periodic Offerings	Periodic Offerings
French	28	50
Georgian	Periodic Offerings	Periodic Offerings
German	28	51
Greek	11	17
Hausa	Periodic Offerings	Periodic Offerings
Hebrew	15	33
Hindi	2	2
Hungarian	Periodic Offerings	Periodic Offerings
Italian	11	22
Japanese	21	43
Korean	14	15
Latin	6	14
Persian	7	9
Polish	2	2
Portuguese	11	11
Quechua	2	2
Romanian	1	1
Russian	17	27
Sanskrit	1	1
Scandinavian	1	1
Shona	Periodic Offerings	Periodic Offerings
Somali	4	6
Spanish	46	151
Swahili	4	6
Swedish	2	2
Tibetan	Periodic Offerings	Periodic Offerings
Turkish	6	6
Twi	Periodic Offerings	Periodic Offerings
Urdu	Periodic Offerings	Periodic Offerings
Uzbek	2	2
Yiddish	4	4
Yoruba	1	2
Zulu	1	1

Supplemental Materials 3: Fisher College of Business Graduate Degree Programs

Number of Graduate Students by Program

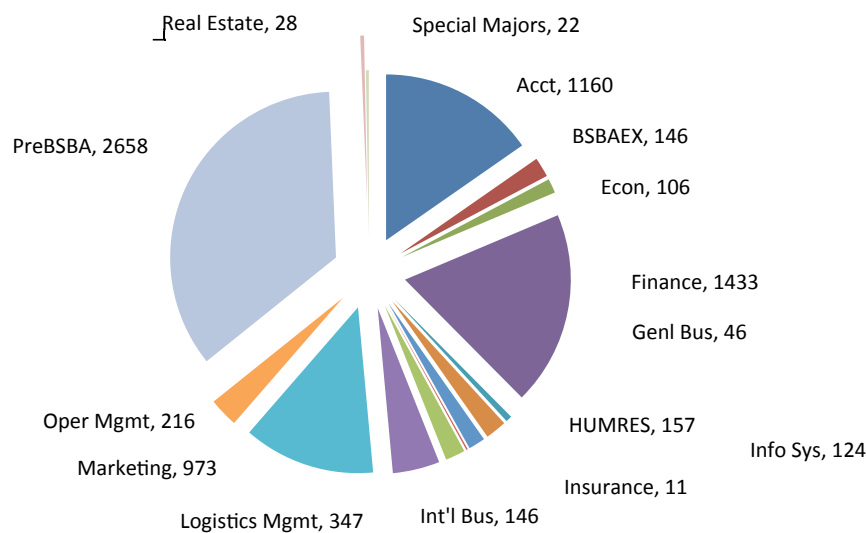


Fisher College Programs and Highlights

<b>Full Time MBA</b> 276 Students Two-year program 23% international Ranking: 27 <sup>th</sup> overall, 9 <sup>th</sup> among public universities	<b>Part Time MBA</b> 326 Students Two-year to Four-year program 8% International Ranking: 9 <sup>th</sup> in the nation, 6 <sup>th</sup> among public universities	<b>Executive MBA</b> 32 Students Seventeen-month program 0% International Ranking: 9 <sup>th</sup> worldwide, 8 <sup>th</sup> in U.S., 2 <sup>nd</sup> among public universities
<b>Master of Accounting</b> 110 Students One-year program 27% International Ranking: 12 <sup>th</sup> overall, 9 <sup>th</sup> among public universities	<b>Master of Labor and Human Resources</b> 131 Students Two-year program 24% International PR/Award # P220A140011 Page 104	<b>PhD Program</b> 93 Students 33% International Ranking: 17 <sup>th</sup> overall, 13 <sup>th</sup> among public universities

Supplemental Materials 3: Fisher College of Business UG Majors

Undergraduate Majors



Undergraduate Programs (U.S News and World Report 2014)

18<sup>th</sup> overall; 8<sup>th</sup> among public universities  
4<sup>th</sup> Supply Chain Management and Logistics  
6<sup>th</sup> Production and Operations Management  
10<sup>th</sup> Accounting, 12<sup>th</sup> Finance, 16<sup>th</sup> Marketing

# 2014 Ohio Export Internship Program Company Map



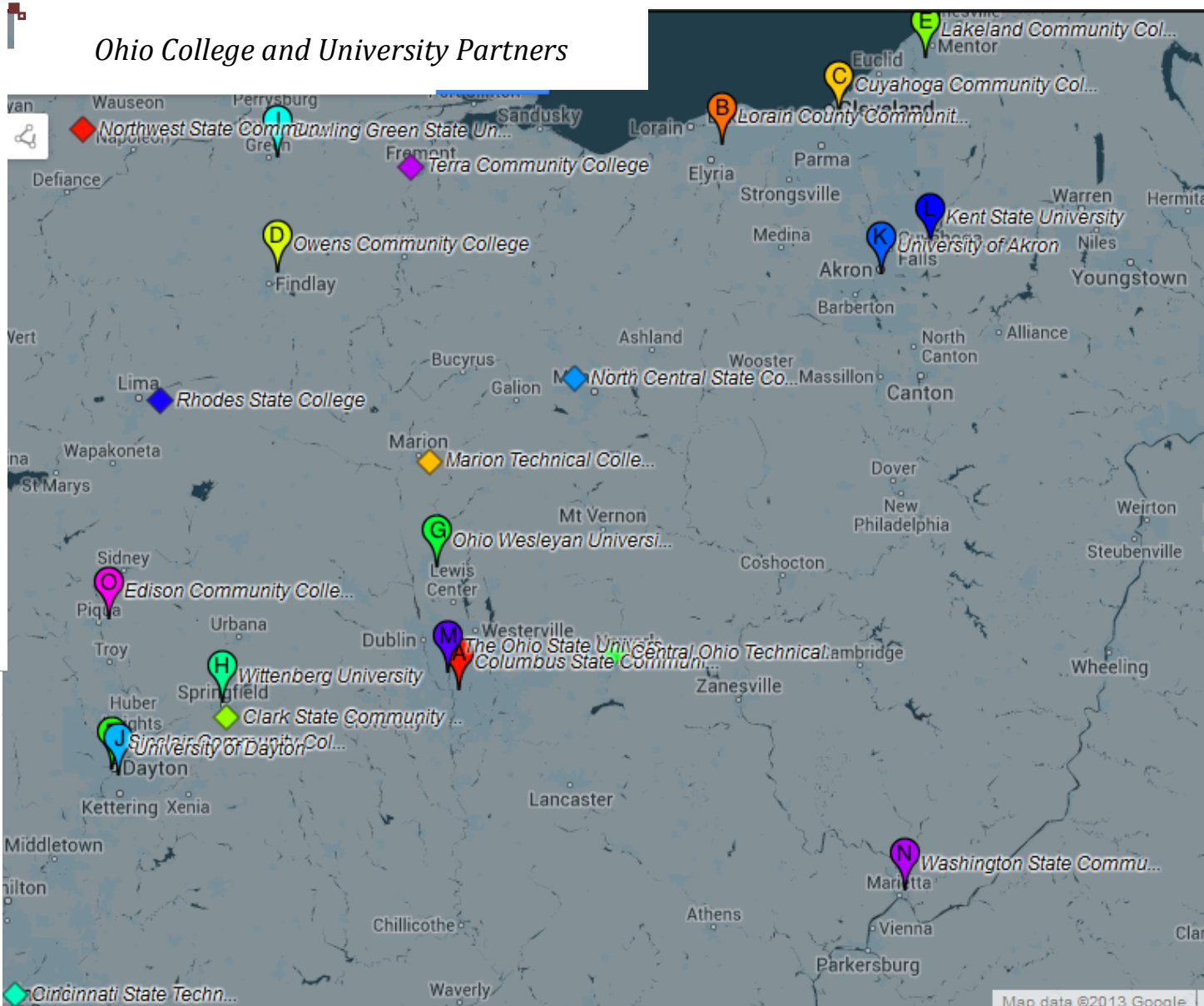
## Partner Colleges and Universities

- Columbus State Community College
- Lorain County Community College
- Cuyahoga Community College
- Owens Community College
- Lakeland Community College
- Sinclair Community College
- Ohio Wesleyan University
- Wittenberg University
- Bowling Green State University
- University of Dayton
- University of Akron
- Kent State University
- The Ohio State University
- Washington State Community College
- Edison Community College

## Participated in OCCIN Program

- Style   
 ■ Data   
 A Labels
- ◆ Northwest State Community College
  - ◆ Marion Technical College
  - ◆ Clark State Community College
  - ◆ Central Ohio Technical College
  - ◆ Cincinnati State Technical College
  - ◆ North Central State College
  - ◆ Rhodes State College
  - ◆ Terra Community College

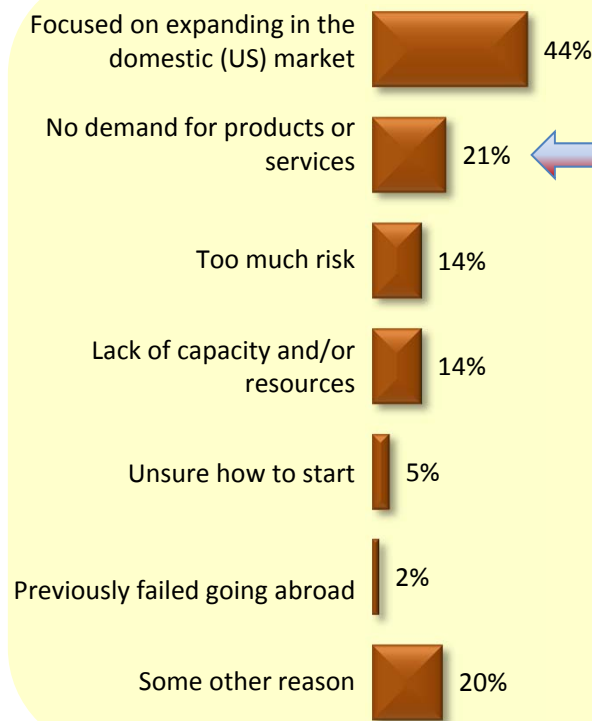
Ohio College and University Partners



# International Revenue Generation

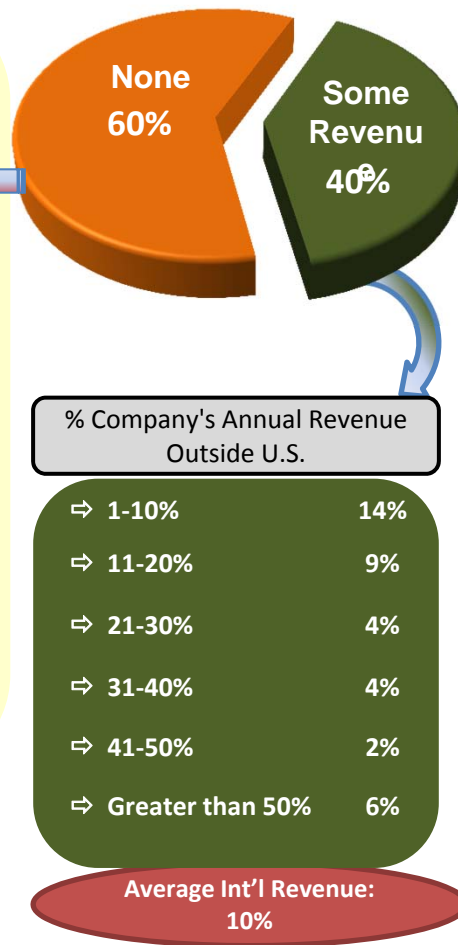
The majority of middle market firms do not generate revenue outside of the U.S. and are focused on domestic expansion. Fewer than one in five MM firms derive more than 20% of their revenue from international sources. Source: NCMM

## \*Reasons for No Revenue Outside U.S.

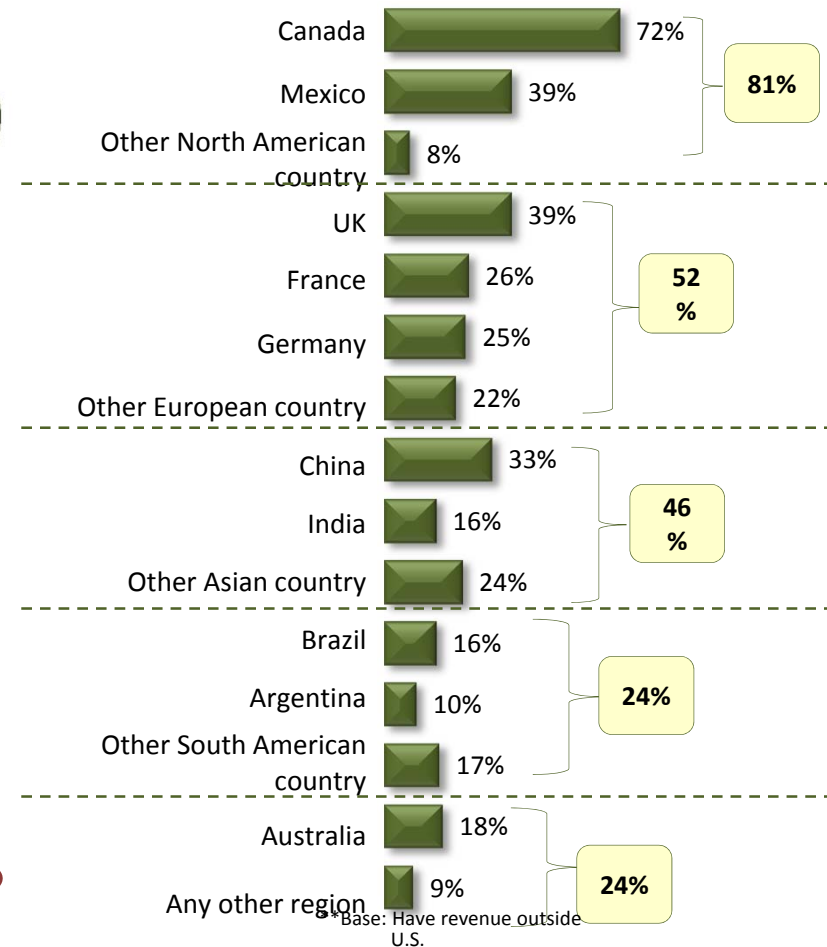


\*Base: No revenue outside U.S.

## Company's Annual Revenue Outside U.S.



## \*\*Countries Revenue is Generated From



\*Base: Have revenue outside U.S.

Base: Total Respondents: 2014 2Q=1003.

100a. What percentage of your company's annual revenue comes from outside the United States? (Please select one answer.)

100b. Why have you not had any revenue outside of the United States? (Please select all that apply.)

100c. In which countries outside of the United States does your company generate revenue? (Please select all that apply.)

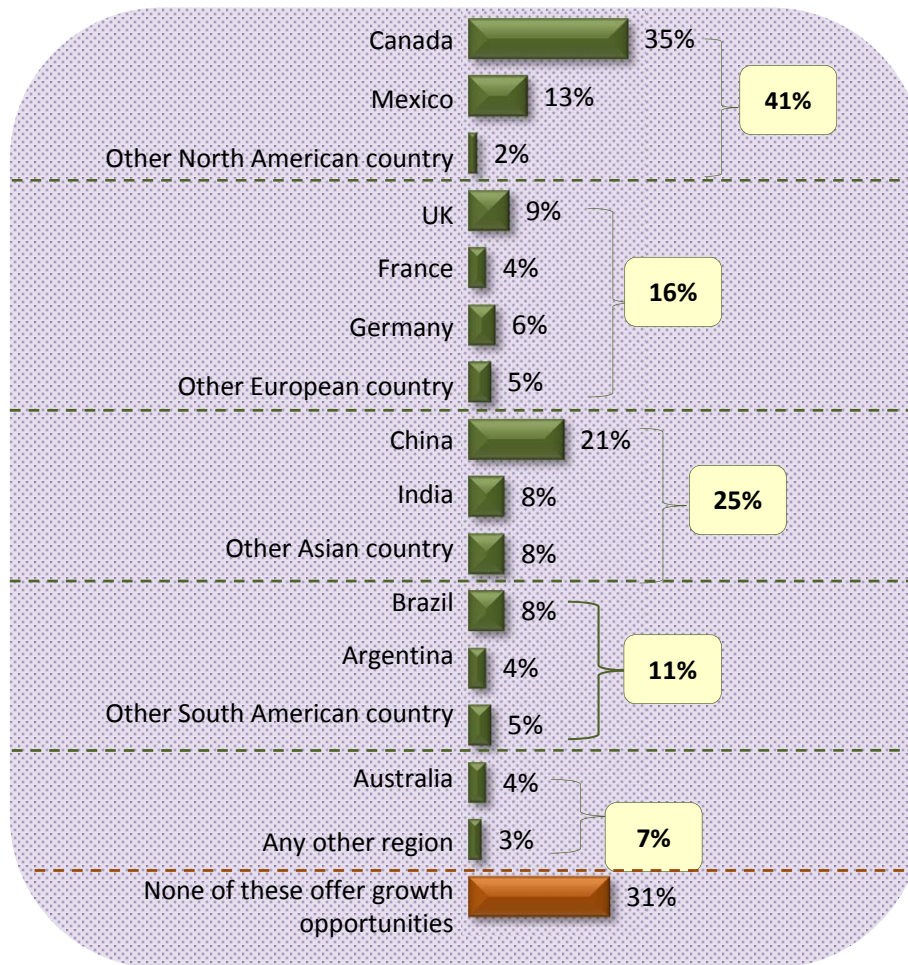
PR/Award # P220A140011



# International Growth Opportunities

MM leaders see opportunity in expanding into North American markets because of strong demand, existing business networks and NAFTA. Those who see growth opportunities overseas, primarily site strong demand. Source: NCMM

Countries that Offer Best International Growth Opportunities



\*Reasons Countries viewed as Best Opportunity

	North America	Europe	Asia	South America	Other Region
Hot market/strong demand	45%	70%	73%	79%	78%
Personal connection or network	31%	24%	23%	25%	35%
Free Trade agreement in place	30%	16%	13%	11%	13%
Some other reason	10%	9%	9%	8%	11%

\*Base: Country Offers Best International Growth Opportunity

Base: Total Respondents: 2014 2Q=1003

100d. Which countries do you feel offer the best international growth opportunities for your company? (Please select all that apply.)

100e. Why are these countries viewed as the best opportunity? (Please select all that apply.)

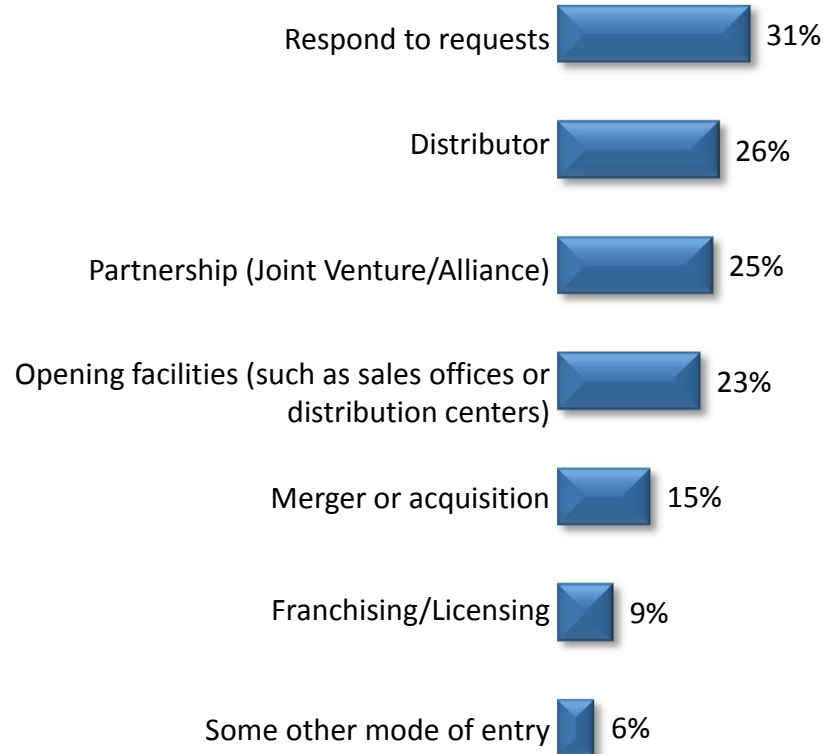
100d1. Why do you say that? (Please be as specific as possible.)

PR/Award # P220A140011

# Mode of Entry Into Foreign Markets

Smaller middle market firms are more likely to enter foreign markets as the result of responding to a request, while larger firms are more likely to form partnerships, open new facilities or complete a merger or acquisition to enter foreign markets. Source: NCMM

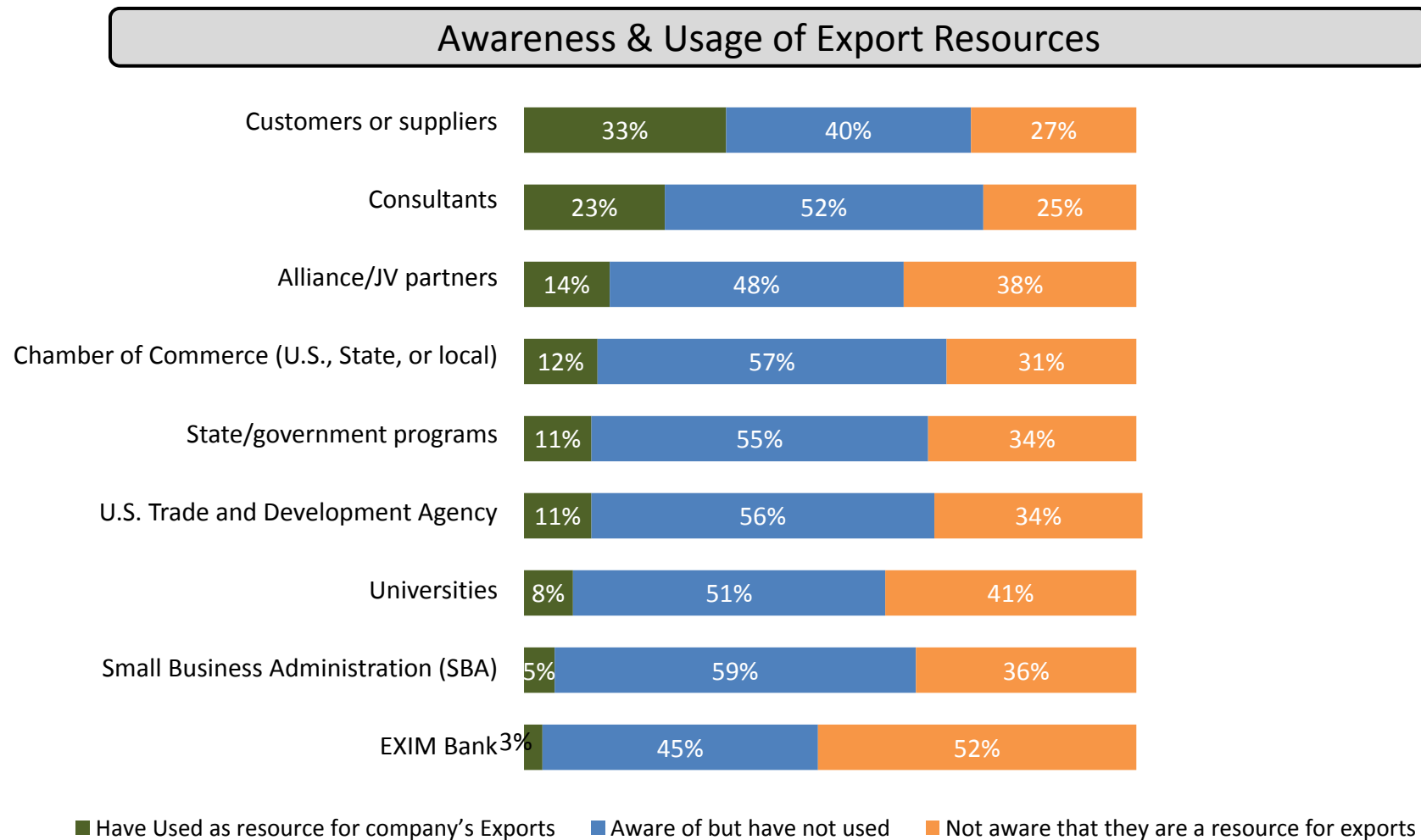
Mode of Entry into Foreign Markets



	\$10M - <\$50M	\$50M - <\$100M	\$100M - <\$1B
Respond to requests	39%	29%	24%
Distributor	27%	32%	22%
Partnership (Joint Venture/Alliance)	19%	23%	32%
Opening facilities (such as sales offices or distribution centers)	14%	16%	35%
Merger or acquisition	5%	19%	24%
Franchising/Licensing	5%	13%	11%
Some other mode of entry	10%	5%	1%

# Awareness & Usage of Export Resources

Customers and suppliers are the most heavily utilized resource when it comes to company exports. Consultants are also a frequent source of export expertise. Source: NCMM



Base: Total Respondents: 2014 Q2=1003.

100g. In terms of your company's exports, please select the phrase below that best describes each of the following resources. (Please select one answer for each factor.)

PR/Award # P220A140011

## Supplemental Materials -- 4: Project Design Faculty Leadership

Authorized Activities		Faculty/Staff Leader
<b>Authorized Activity 1: Be a national resource for the teaching of improved IB technique</b>		
1	Co-Sponsor Global Scholars Diploma High School Program	Joyce Steffan
2	Offer Global Curriculum Development Seminars to High School Teachers	Joyce Steffan
3	Enhance Fisher Global Perspectives Program for Minority High School Students	Kozue Isozaki
4	Create International Projects with Metro School of Columbus	Professor Oded Shenkar
5	Collaborate with Young Scholars Program (YSP) to enhance global perspective for high school students	Joyce Steffan
6	Develop New Collaborations with MSIs	Professor Anil Makhija
7	Develop On-Line High School Curriculum with Treca Digital Academy	Professor David Greenberger
8	Co-Sponsor Internationalizing Doctoral Education in Business Program	Professor Anil Makhija
<b>Authorized Activity 2: Provide Instruction in Critical Foreign Language and Culture</b>		
9	Provide Instruction in Critical Foreign Languages and Culture Training	Professor Oded Shenkar
10	Include Basic Language Training as Part of Pre-Departure Preparation for Global Programs	Zach Grammel, Joyce Steffan
11	Offer Travel Scholarships to Students who Minor in Foreign Language	Joyce Steffan
12	Encourage Foreign Language and Area Studies (FLAS) Fellowship Participation	CIBER Staff
13	Enhance Partnerships with Area Study Centers	Kurtis Roush
14	Co-Sponsor National CIBER Business Language Conference	CIBER Staff
<b>Authorized Activity 3: Provide Research/Training in International Aspects of Trade and Commerce</b>		
15	Collaborate with National Center for the Middle Markets on data collection	Professor Anil Makhija
16	Offer Faculty Global Research Awards to OSU, MSIs, and Community College Faculty	Professor Anil Makhija
17	Sponsor Summer Research Opportunity Program (SROP) Student	Professor David Greenberger
18	Expand Research Network on Global Business Topics	Professor Anil Makhija
19	Develop Micro-Enterprise Programs for Immigrant Groups	Professor David Greenberger
20	Create Post-Retirement Global Business Training Program	Professor David Greenberger
21	Create Global Awareness Coaching program for Millennials	Professor David Greenberger
<b>Authorized Activity 4: Provide Training to Students in which a Center is Located</b>		
22	Expand Current Undergraduate Export Internship Program	Joyce Steffan
23	Create Specialized Undergraduate Export Industry Cluster	Professor Pat West

Authorized Activities		Faculty/Staff Leader
24	Create MBA Export Internship Program	Heidi Eldred
25	Teach Global Aspects of Middle Market Business Course	Professor Anil Makhija
26	Expand Veteran Training in Trade and Commerce	Professor David Greenberger
27	Increase Undergraduate Global Lab Options	Zach Grammel, Joyce Steffan
28	Increase Under-Represented Minority Student Travel Scholarships	Joyce Steffan
29	Collaborate with OSU's Office of Diversity and Inclusion to expand global leadership	Heidi Eldred
30	Sponsor Students to Participate in OSU's One-Health Partnership in Ethiopia	Professor Joe Campbell, Heidi Eldred
31	Sponsor Undergraduate Social Entrepreneurship Project in Ghana	Zach Grammel
32	Sponsor Undergraduate Global Case Competition Participation in Rotterdam	Zach Grammel
33	Increase Fisher Summer Global Internship Participation	Joyce Steffan
34	Create Global Option in Business Transcript Designation	Joyce Steffan
35	Increase Graduate Student Global Applied Projects (GAP) Program	Heidi Eldred
<b>Authorized Activity 5: Service as a Regional Resource to Businesses</b>		
36	Expand Global Executive Education Programs	Professor Rao Unava
37	Expand Research to Reduce Export Barriers	Professor Anil Makhija
38	Benchmark Global Business Indicators	Professor David Greenberger
39	Augment Supply Chain Resilience Tools and How to Develop More Global Capabilities	Professor Anil Makhija
40	Expand NCMM Global Summit Audience	Professor Anil Makhija
41	Create Online Basic Export Seminar Series for Business Community	Joyce Steffan
42	Create Online Export Workshop Series to Complete Certified Global Business Professional Certification	Joyce Steffan
43	Create Online Export Workshop Series to Complete Customers Brokers License	Joyce Steffan
44	Create OSU CIBE Export Institute	Joyce Steffan
45	Serve on Columbus Metropolitan Export Initiative Steering Committee	Joyce Steffan
46	Serve on The Columbus Region Global Connect Initiative Core Team	Joyce Steffan
47	Expand Business Outreach Collaborations	Professor David Greenberger
48	Collaborate with OSU's Global Water Institute Research	Professor David Greenberger
<b>Authorized Activity 6: Serve Other Faculty, Students, and Institutions of Higher Education in the Region</b>		
49	Create Global Entrepreneurship Pathway Program for Community College Students	Kozue Isozaki

Authorized Activities		Faculty/Staff Leader
50	Increase Under-Represented Minority Scholarships	Kozue Isozaki
51	Collaborate with OSU's Office of Diversity and Inclusion to expand global perspective	CIBER Staff
52	Expand Ohio Community College International Network	Joyce Steffan
53	Expand Export Internship Program to Regional Universities	Joyce Steffan
54	Create Online Basic Export 101 Seminar Series for Business Community	Joyce Steffan
55	Co-Sponsor Columbus Sister City Business Initiatives and High School Cultural Outreach Program	CIBER Staff
56	Co-sponsor National Faculty Development in Business (FDIB) - Africa with University of South Carolina Consortium (NEW)	Professor Anil Makhija
57	Provide Scholarship for Community College Faculty and MSI Faculty for FDIB - Africa Program (NEW)	Professor Anil Makhija
58	Offer Global Research Awards for Ohio Community College Faculty with focus in Southeast Asia, Sub-Saharan Africa (NEW)	Professor David Greenberger
59	Create Online Inventory of China, Brazil, Africa, Eastern Europe, and Japan Resources in OH (NEW)	CIBER Staff
60	Co-sponsor National Knowledge Map Project, creation for US metro areas with Temple University (NEW)	Professor Anil Makhija
61	Co-sponsor Alleviating Poverty Through Entrepreneurship Summit	Kozue Isozaki
62	Business International Studies Network (BISNET) membership (On-Going)	Kurtis Roush
63	National Association of Small Business International Trade Educators (NASBITE) Sponsorship	Joyce Steffan
64	NDEC (National District Export Council) Sponsorship	Joyce Steffan
65	SODEC (Southern Ohio District Export Council) Sponsorship and Steering Committee Member	Joyce Steffan
66	Minority Business Council	Heidi Eldred
67	Strategic Evaluation Methodology	Professor David Greenberger

## **Supplemental Materials – 4. Project Design – International Programs Committee**

### **International Programs Committee – College Leadership Group**

Anil Makhija, Senior Associate Dean, Chair

Karen Hopper Wruck, Senior Associate Dean

Pat West, Associate Dean, Undergraduate Programs

H. Rao Unnava, Associate Dean, Executive Education

David Greenberger, Chair, Department of Management and HR

Jeffrey Rice, Executive Director, Office of Career Management

Nancy Lahmers, Executive Director, Graduate Programs Office

Kurtis Roush, Executive Director, Office of Global Business

### **International Programs Committee – Faculty Group**

David Greenberger (Management & Human Resources), Chair

Anil Makhija (Finance)

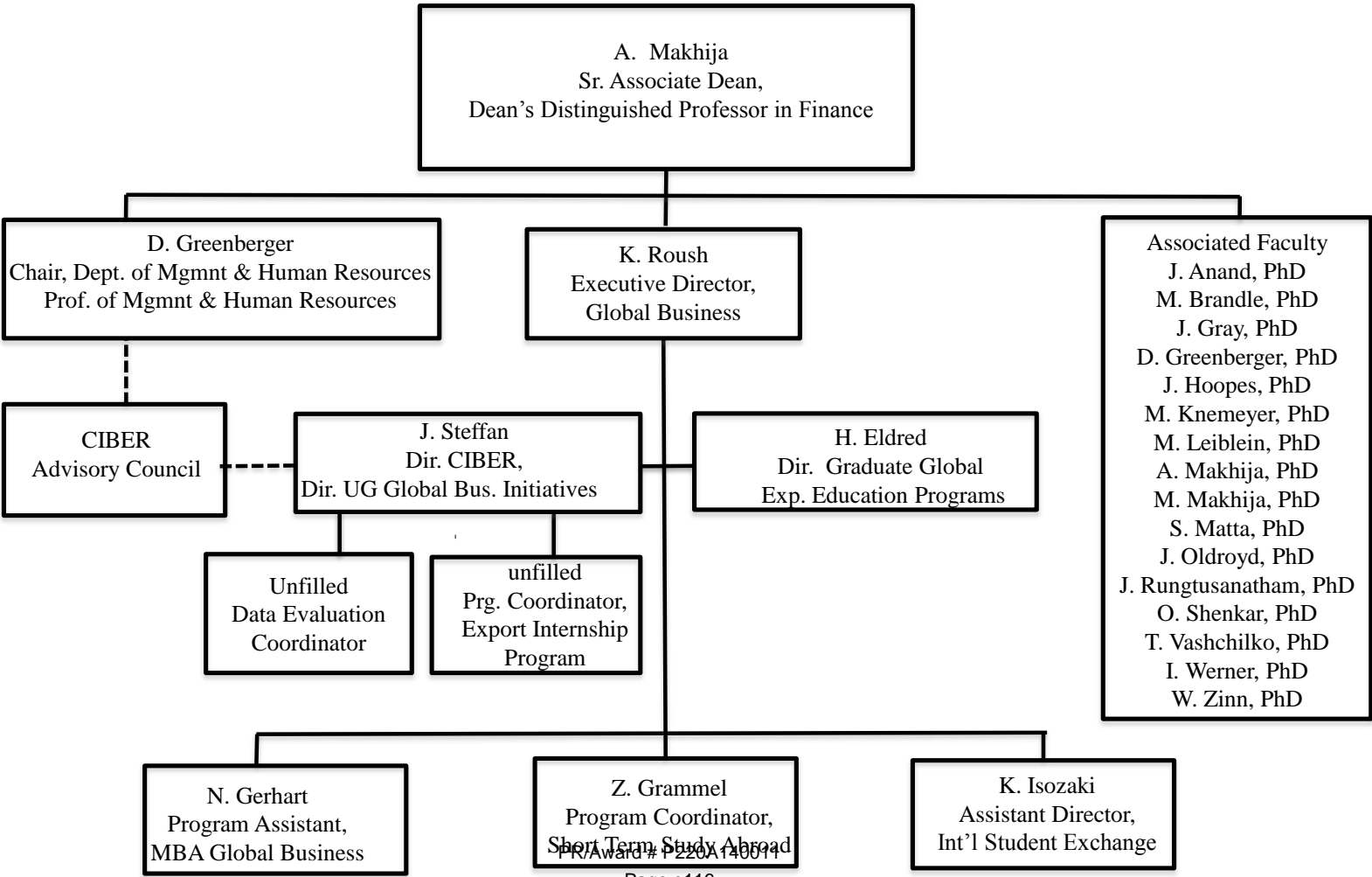
James Oldroyd (Management & Human Resources)

Mona Makhija (Management & Human Resources)

Oded Shenkar (Management & Human Resources)

Jaideep Anand (Management & Human Resources)

OSU CIBER Organizational Chart





## Supplemental Materials -- 5: CIBE Management Plan and 4-Year Time Line

Year 1 Time Line		Fall Semester	Spring Semester
<b>Authorized Activity 1: Be a national resource for the teaching of improved IB technique</b>			
1	Co-Sponsor Global Scholars Diploma High School Program		X
2	Offer Global Curriculum Development Seminars to High School Teachers	X	
3	Enhance Fisher Global Perspectives Program for Minority High School Students		
4	Create International Projects with Metro School of Columbus	X	X
5	Collaborate with Young Scholars Program (YSP) to enhance global perspective for high school students		
6	Develop New Collaborations with MSIs	X	X
7	Develop On-Line High School Curriculum with Treca Digital Academy	X	X
8	Co-Sponsor Internationalizing Doctoral Education in Business Program		X
<b>Authorized Activity 2: Provide Instruction in Critical Foreign Language and Culture</b>			
9	Provide Instruction in Critical Foreign Languages and Culture Training	X	X
10	Include Basic Language Training as Part of Pre-Departure Preparation for Global Programs	X	X
11	Offer Travel Scholarships to Students who Minor in Foreign Language	X	X
12	Encourage Foreign Language and Area Studies (FLAS) Fellowship Participation	X	X
13	Enhance Partnerships with Area Study Centers PR/Award # P220A140011	X	X
14	Co-Sponsor National CIBER Business Language Conference	X	X

Year 1 Time Line		Fall Semester	Spring Semester
20	Create Post-Retirement Global Business Training Program	X	X
21	Create Global Awareness Coaching program for Millennials		X
Authorized Activity 4: Provide Training to Students in which a Center is Located			
22	Expand Current Undergraduate Export Internship Program	X	X
23	Create Specialized Undergraduate Export Industry Cluster	X	X
24	Create MBA Export Internship Program		X
25	Teach Global Aspects of Middle Market Business Course	X	X
26	Expand Veteran Training in Trade and Commerce	X	X
27	Increase Undergraduate Global Lab Options	X	X
28	Increase Under-Represented Minority Student Travel Scholarships	X	X
29	Collaborate with OSU's Office of Diversity and Inclusion to expand global leadership	X	X
30	Sponsor Students to Participate in OSU's One-Health Partnership in Ethiopia		X
31	Sponsor Undergraduate Social Entrepreneurship Project in Ghana	X	X
32	Sponsor Undergraduate Global Case Competition Participation in Rotterdam		X
33	Increase Fisher Summer Global Internship Participation	X	X
34	Create Global Option in Business Transcript Designation PR/Award # P220A140011	X	X
35	Increase Graduate Student Global Applied Projects (GAP) Program	X	X

Year 1 Time Line		Fall Semester	Spring Semester
41	Create Online Basic Export Seminar Series for Business Community		X
42	Create Online Export Workshop Series to Complete Certified Global Business Professional Certification	X	
43	Create Online Export Workshop Series to Complete Customers Brokers License		X
44	Create OSU CIBE Export Institute	X	X
45	Serve on Columbus Metropolitan Export Initiative Steering Committee	X	X
46	Serve on The Columbus Region Global Connect Initiative Core Team	X	X
47	Expand Business Outreach Collaborations	X	X
48	Collaborate with OSU's Global Water Institute Research	X	X
<b>Authorized Activity 6: Serve Other Faculty, Students, and Institutions of Higher Education in the Region</b>			
49	Create Global Entrepreneurship Pathway Program for Community College Students		X
50	Increase Under-Represented Minority Scholarships	X	X
51	Collaborate with OSU's Office of Diversity and Inclusion to expand global perspective	X	X
52	Expand Ohio Community College International Network	X	X
53	Expand Export Internship Program to Regional Universities	X	X
54	Create Online Basic Export 101 Seminar Series for Business Community		X
55	Co-Sponsor Columbus Sister City Business Initiatives and High School Cultural Outreach Program PR/Award # P220A140011	X	X
56	Co-sponsor National Faculty Development in Business (FDIB) - Africa with University of South Carolina Consortium (NEW)		X

Year 1 Time Line		Fall Semester	Spring Semester
63	National Association of Small Business International Trade Educators (NASBITE) Sponsorship	X	X
64	NDEC (National District Export Council) Sponsorship	X	X
65	SODEC (Southern Ohio District Export Council) Sponsorship and Steering Committee Member	X	X
66	Minority Business Council	X	X
67	Strategic Evaluation Methodology	X	X

## Supplemental Materials -- 5: CIBE Management Plan and 4-Year Time Line

Year 2 Time Line		Fall Semester
<b>Authorized Activity: Be a national resource for the teaching of improved IB technique</b>		
1	Co-Sponsor Global Scholars Diploma High School Program	
2	Offer Global Curriculum Development Seminars to High School Teachers	
3	Enhance Fisher Global Perspectives Program for Minority High School Students	
4	Create International Projects with Metro School of Columbus	X
5	Collaborate with Young Scholars Program (YSP) to enhance global perspective for high school students	
6	Develop New Collaborations with MSIs	X
7	Develop On-Line High School Curriculum with Treca Digital Academy	X
8	Co-Sponsor Internationalizing Doctoral Education in Business Program	
<b>Authorized Activity 2: Provide Instruction in Critical Foreign Language and Culture</b>		
9	Provide Instruction in Critical Foreign Languages and Culture Training	X
10	Include Basic Language Training as Part of Pre-Departure Preparation for Global Programs	X
11	Offer Travel Scholarships to Students who Minor in Foreign Language	X
12	Encourage Foreign Language and Area Studies (FLAS) Fellowship Participation	X

Year 2 Time Line		Fall Semester
18	Expand Research Network on Global Business Topics	X
19	Develop Micro-Enterprise Programs for Immigrant Groups	X
20	Create Post-Retirement Global Business Training Program	X
21	Create Global Awareness Coaching program for Millennials	X
Authorized Activity 4: Provide Training to Students in which a Center is Located		
22	Expand Current Undergraduate Export Internship Program	X
23	Create Specialized Undergraduate Export Industry Cluster	X
24	Create MBA Export Internship Program	
25	Teach Global Aspects of Middle Market Business Course	X
26	Expand Veteran Training in Trade and Commerce	X
27	Increase Undergraduate Global Lab Options	X
28	Increase Under-Represented Minority Student Travel Scholarships	X
29	Collaborate with OSU's Office of Diversity and Inclusion to expand global leadership	X
30	Sponsor Students to Participate in OSU's One-Health Partnership in Ethiopia	
31	Sponsor Undergraduate Social Entrepreneurship Project in Ghana	X

Year 2 Time Line		Fall Semester
37	Expand Research to Reduce Export Barriers	X
38	Benchmark Global Business Indicators	X
39	Augment Supply Chain Resilience Tools and How to Develop More Global Capabilities	X
40	Expand NCMM Global Summit Audience	
41	Create Online Basic Export Seminar Series for Business Community	X
42	Create Online Export Workshop Series to Complete Certified Global Business Professional Certification	
43	Create Online Export Workshop Series to Complete Customers Brokers License	X
44	Create OSU CIBE Export Institute	X
45	Serve on Columbus Metropolitan Export Initiative Steering Committee	X
46	Serve on The Columbus Region Global Connect Initiative Core Team	X
47	Expand Business Outreach Collaborations	X
48	Collaborate with OSU's Global Water Institute Research	X
Authorized Activity 6: Serve Other Faculty, Students, and Institutions of Higher Education in the Region		
49	Create Global Entrepreneurship Pathway Program for Community College Students	X
50	<div>PR/Award # P220A140011</div> <div>Page e123</div> Increase Under-Represented Minority Scholarships	X

Year 2 Time Line		Fall Semester
57	Provide Scholarship for Community College Faculty and MSI Faculty for FDIB - Africa Program (NEW)	
58	Offer Global Research Awards for Ohio Community College Faculty with focus in Southeast Asia, Sub-Sahara Africa (NEW)	X
59	Create Online Inventory of China, Brazil, Africa, Eastern Europe, and Japan Resources in OH (NEW)	X
60	Co-sponsor National Knowledge Map Project, creation for US metro areas with Temple University (NEW)	X
61	Co-sponsor Alleviating Poverty Through Entrepreneurship Summit	
62	Business International Studies Network (BISNET) membership (On-Going)	X
63	National Association of Small Business International Trade Educators (NASBITE) Sponsorship	X
64	NDEC (National District Export Council) Sponsorship	X
65	SODEC (Southern Ohio District Export Council) Sponsorship and Steering Committee Member	X
66	Minority Business Council	X
67	Strategic Evaluation Methodology	X



## Supplemental Materials -- 5: CIBE Management Plan and 4-Year Time Line

Year 3 Time Line		Fall Semester	Sp
<b>Authorized Activity: Be a national resource for the teaching of improved IB technique</b>			
1	Co-Sponsor Global Scholars Diploma High School Program		
2	Offer Global Curriculum Development Seminars to High School Teachers	X	
3	Enhance Fisher Global Perspectives Program for Minority High School Students		
4	Create International Projects with Metro School of Columbus	X	
5	Collaborate with Young Scholars Program (YSP) to enhance global perspective for high school students		
6	Develop New Collaborations with MSIs	X	
7	Develop On-Line High School Curriculum with Treca Digital Academy	X	
8	Co-Sponsor Internationalizing Doctoral Education in Business Program		
<b>Authorized Activity 2: Provide Instruction in Critical Foreign Language and Culture</b>			
9	Provide Instruction in Critical Foreign Languages and Culture Training	X	
10	Include Basic Language Training as Part of Pre-Departure Preparation for Global Programs	X	
11	Offer Travel Scholarships to Students who Minor in Foreign Language	X	
12	Encourage Foreign Language and Area Studies (FLAS) Fellowship Participation	X	
13	Enhance Partnerships with Area Study Centers	X	

Year 3 Time Line		Fall Semester	Sp
19	Develop Micro-Enterprise Programs for Immigrant Groups	X	
20	Create Post-Retirement Global Business Training Program	X	
21	Create Global Awareness Coaching program for Millennials		
Authorized Activity 4: Provide Training to Students in which a Center is Located			
22	Expand Current Undergraduate Export Internship Program	X	
23	Create Specialized Undergraduate Export Industry Cluster	X	
24	Create MBA Export Internship Program		
25	Teach Global Aspects of Middle Market Business Course	X	
26	Expand Veteran Training in Trade and Commerce	X	
27	Increase Undergraduate Global Lab Options	X	
28	Increase Under-Represented Minority Student Travel Scholarships	X	
29	Collaborate with OSU's Office of Diversity and Inclusion to expand global leadership	X	
30	Sponsor Students to Participate in OSU's One-Health Partnership in Ethiopia		
31	Sponsor Undergraduate Social Entrepreneurship Project in Ghana	X	
32	Sponsor Undergraduate Global Case Competition Participation in Rotterdam PR/Award # P220A140011		
33	Page e126 Increase Fisher Summer Global Internship Participation	X	

Year 3 Time Line		Fall Semester	Sp
39	Augment Supply Chain Resilience Tools and How to Develop More Global Capabilities	X	
40	Expand NCMM Global Summit Audience		
41	Create Online Basic Export Seminar Series for Business Community		
42	Create Online Export Workshop Series to Complete Certified Global Business Professional Certification	X	
43	Create Online Export Workshop Series to Complete Customers Brokers License		
44	Create OSU CIBE Export Institute	X	
45	Serve on Columbus Metropolitan Export Initiative Steering Committee	X	
46	Serve on The Columbus Region Global Connect Initiative Core Team	X	
47	Expand Business Outreach Collaborations	X	
48	Collaborate with OSU's Global Water Institute Research	X	
Authorized Activity 6: Serve Other Faculty, Students, and Institutions of Higher Education in the Region			
49	Create Global Entrepreneurship Pathway Program for Community College Students		
50	Increase Under-Represented Minority Scholarships	X	
51	Collaborate with OSU's Office of Diversity and Inclusion to expand global perspective	X	
52	Expand Ohio Community College International Network PR/Award # P220A140011	X	
53	Expand Export Internship Program to Regional Universities	X	

<b>Year 3 Time Line</b>		<b>Fall Semester</b>	<b>Sp</b>
60	Co-sponsor National Knowledge Map Project, creation for US metro areas with Temple University (NEW)	<b>X</b>	
61	Co-sponsor Alleviating Poverty Through Entrepreneurship Summit		
62	Business International Studies Network (BISNET) membership (On-Going)	<b>X</b>	
63	National Association of Small Business International Trade Educators (NASBITE) Sponsorship	<b>X</b>	
64	NDEC (National District Export Council) Sponsorship	<b>X</b>	
65	SODEC (Southern Ohio District Export Council) Sponsorship and Steering Committee Member	<b>X</b>	
66	Minority Business Council	<b>X</b>	
67	Strategic Evaluation Methodology	<b>X</b>	

## Supplemental Materials -- 5: CIBE Management Plan and 4-Year Time Line

Year 4 Time Line		Fall Semester
<b>Authorized Activity: Be a national resource for the teaching of improved IB technique</b>		
1	Co-Sponsor Global Scholars Diploma High School Program	
2	Offer Global Curriculum Development Seminars to High School Teachers	
3	Enhance Fisher Global Perspectives Program for Minority High School Students	
4	Create International Projects with Metro School of Columbus	X
5	Collaborate with Young Scholars Program (YSP) to enhance global perspective for high school students	
6	Develop New Collaborations with MSIs	X
7	Develop On-Line High School Curriculum with Treca Digital Academy	X
8	Co-Sponsor Internationalizing Doctoral Education in Business Program	
<b>Authorized Activity 2: Provide Instruction in Critical Foreign Language and Culture</b>		
9	Provide Instruction in Critical Foreign Languages and Culture Training	X
10	Include Basic Language Training as Part of Pre-Departure Preparation for Global Programs	X
11	Offer Travel Scholarships to Students who Minor in Foreign Language PR/Award # P220A140011	X
12	Encourage Foreign Language and Area Studies (FLAS) Fellowship Participation	X

Year 4 Time Line		Fall Semester
19	Develop Micro-Enterprise Programs for Immigrant Groups	X
20	Create Post-Retirement Global Business Training Program	X
21	Create Global Awareness Coaching program for Millennials	X
Authorized Activity 4: Provide Training to Students in which a Center is Located		
22	Expand Current Undergraduate Export Internship Program	X
23	Create Specialized Undergraduate Export Industry Cluster	X
24	Create MBA Export Internship Program	
25	Teach Global Aspects of Middle Market Business Course	X
26	Expand Veteran Training in Trade and Commerce	X
27	Increase Undergraduate Global Lab Options	X
28	Increase Under-Represented Minority Student Travel Scholarships	X
29	Collaborate with OSU's Office of Diversity and Inclusion to expand global leadership	X
30	Sponsor Students to Participate in OSU's One-Health Partnership in Ethiopia	
31	Sponsor Undergraduate Social Entrepreneurship Project in Ghana PR/Award # P220A140011	X
32	Page e130 Sponsor Undergraduate Global Case Competition Participation in Rotterdam	

Year 4 Time Line		Fall Semester
39	Augment Supply Chain Resilience Tools and How to Develop More Global Capabilities	X
40	Expand NCMM Global Summit Audience	
41	Create Online Basic Export Seminar Series for Business Community	X
42	Create Online Export Workshop Series to Complete Certified Global Business Professional Certification	
43	Create Online Export Workshop Series to Complete Customers Brokers License	X
44	Create OSU CIBE Export Institute	X
45	Serve on Columbus Metropolitan Export Initiative Steering Committee	X
46	Serve on The Columbus Region Global Connect Initiative Core Team	X
47	Expand Business Outreach Collaborations	X
48	Collaborate with OSU's Global Water Institute Research	X
Authorized Activity 6: Serve Other Faculty, Students, and Institutions of Higher Education in the Region		
49	Create Global Entrepreneurship Pathway Program for Community College Students	X
50	Increase Under-Represented Minority Scholarships	X
51	Collaborate with OSU's Office of Diversity and Inclusion to expand global perspective PR/Award # P220A140011	X
52	Expand Ohio Community College International Network	X

Year 4 Time Line		Fall Semester
60	Co-sponsor National Knowledge Map Project, creation for US metro areas with Temple University (NEW)	X
61	Co-sponsor Alleviating Poverty Through Entrepreneurship Summit	
62	Business International Studies Network (BISNET) membership (On-Going)	X
63	National Association of Small Business International Trade Educators (NASBITE) Sponsorship	X
64	NDEC (National District Export Council) Sponsorship	X
65	SODEC (Southern Ohio District Export Council) Sponsorship and Steering Committee Member	X
66	Minority Business Council	X
67	Strategic Evaluation Methodology	X



## Agunga, Robert

### Education

Ph. D., Mass Communication, Master's in Development Communication

M.A. in Journalism, School of Journalism and Mass Communication, University of Iowa

B.A. Journalism, School of Journalism and Mass Communication, University of Iowa. Public relations and advertising.

Associate Degree (Diploma) in Extension Education and Farm Management, University of Science and Technology, Ghana

### Research & Biography

Dr. Agunga is an Associate Professor, Program Leader, Graduate Specialization in International Development, Department of Agricultural Communication, Education & Leadership; College of Food, Agricultural, & Environmental Sciences (since 2010). Dr. Agunga served on an Ad Hoc Committee to develop a "Graduate International Specialization in the Department of Agricultural Communication, Education & Leadership. College of Food, Agricultural, & Environmental Sciences. Hosted Visiting Scholar from Turkey, Professor Aykut Gul, Vice Rector, Osmaniye Korkut Ata University, Turkey for collaboration on communication for development and agricultural extension research in Turkey (2011). Hosted Malawi delegation to The Ohio State, hosted a delegation of five senior officials of the Government of Malawi Delegation and Bunda College of Agriculture to The Ohio State to study how the land-grant model can be applied in Malawi. The delegation was led by Professor Moses Kwapata, Principal of Bunda College. Member, The Ohio State Delegation to Ghana. Senior Vice President for The Ohio State University Outreach & Engagement led a high-powered, six-person, 10-day delegation to Ghana on Outreach & Engagement. Secured Memoranda of Agreement with the University of Cape Coast and the University of Education-Winneba in Ghana; also expressions of interest in forming partnerships from the Ministries of Food and Agriculture, Health and Education.

## Allenby, Greg

### Education

PhD, Graduate School of Business, University of Chicago

MBA, Graduate School of Business, University of Chicago

M.S., Illinois Institute of Technology

B.S., Ohio Northern University

### Research & Biography

Dr. Allenby is the Helen C. Kurtz Chair in Marketing. Professor Allenby's research focuses on the development and application of Bayesian statistical methods in marketing. His research deals with quantifying aspects of consumer behavior using data routinely collected by most organizations, and, more recently, its relationship to behavior prior to the purchase, outside the marketplace. These insights are used to develop new approaches to market definition and market segmentation, and to improve product development, pricing, promotion and targeting activities. He has published on the topic of Big Data in the Asian Marketing Journal. He has presented at the Korean Marketing Association and at Osaka University in Japan.

### CIBER-Related Research

Title	Journal/Publication/Publisher
The Inside Story	<i>Marketing Science</i> , (2013) 25(3), 10-11 Allenby, G. M. (2013)
The Dimensionality of Customer Satisfaction Survey Responses and Implications for Driver Analysis	<i>Marketing Science</i> , (2013) 32(4), 533-553 Buschken, J., Otter, T., Allenby, G. M.
A Direct Utility Model for Asymmetric Complements	<i>Marketing Science</i> , (2013) 32(3), 454-470 Lee, S., Kim J., Allenby, G. M.
The Relevance of Being Bayes	<i>Marketing Research</i> , (2013) 25(1), 10-11 Allenby, G. M.
Dynamic Brand Satiation	<i>Journal of Marketing Research</i> , (2012) 49(6), 842-853 Hasegawa, S., Terui, N., and Allenby, G. M.
Bayesian Designs for Hierarchical Linear Models	<i>Statistica Sinica</i> , (2012) 22(1), 393-141, Liu, Q., Dean, A. M. Allenby, G. M.
Big Data 2.0	<i>Asian Marketing Journal</i> , (2012) 14(3), 1-5 Allenby, G. M.

## Supplemental Materials 6 – Faculty CVs

### Alutto, Joseph A.

#### Education

PhD, Cornell University  
MA, University of Illinois  
BBA, Manhattan College

#### Research & Biography

Joseph A. Alutto has been interim president of The Ohio State University since July 1, 2013, the second time he has served in that capacity. He previously served as interim president of the university from July 1, 2007, until September 30, 2007. From October 11, 2007, to June 30, 2013, Alutto served as the university's executive vice president and provost. Prior to these earlier appointments, Alutto was Dean of Ohio State's Max M. Fisher College of Business for 16 years, beginning in 1991. He was named the John W. Berry, Sr. Chair in Business, on September 1, 1999. He pioneered the first Sino-U.S. jointly funded MBA program offered in the People's Republic of China in 1984. Alutto was appointed as advisor to the First Session of Council for the Dalian Behavioral Sciences Association, has been the first international dean for the Dalian University School of Business, served as a visiting professor at the College of Management, Zhejiang University, and lectured at universities throughout China. He has been a visible and active advocate for advanced management education and research in China.

### Anand, Jaideep

#### Education

PhD, The Wharton School, University of Pennsylvania  
B. Tech., Indian Institute of Technology

#### Research & Biography

Dr. Anand is a Dean's Distinguished Professor of Corporate & Global Strategy. His research interests include mergers and acquisitions, joint ventures and strategic alliances, corporate growth, and the corporate and geographical scope of firms. His research has been published in the *Financial Times* (London), *Strategic Management Journal* and the *Journal of International Business Studies* among others and his work has been referenced in *The Economist*. He is a member of the editorial board of the *Journal of International Business Studies*. He has received many awards for teaching, research and professional excellence. He also authored several teaching cases, which now appear in some of the most popular textbooks on strategy and international business. He has worked with several corporations both in the US and abroad.

#### CIBER-Related Research

Title	Journal/Publication/Publisher
An Empirical Investigation in the Global Retail Industry	<i>Strategic Management Journal</i> , (conditionally accepted), Moatti, V. Ren, C., Anand, J., Dussauge, P.
Beyond Boundary Spanners: The 'Collective Bridge' as an Efficient Inter-unit Structure for Transferring Collective Knowledge	<i>Strategic Management Journal</i> , (2013), 34(13), 1513-1530, Zhao, Z. and Anand, J.
Relational Configurations with Information Intermediaries: The Effect of Firm - Investment Bank Ties on Expected Acquisition Performance	<i>Strategic Management Journal</i> , (2013), 34(8), 957-977, Sleptsov, A., Anand, J., and Vasudeva, G.
Spillovers Across Organizational Architectures: The Role Of Prior Resource Allocation And Communication In Post-Acquisition Coordination Outcomes	<i>Strategic Management Journal</i> , (2012), 33(6), 710-733, Agarwal, R., Anand, J., Bercovitz, J. Croson, R.
Permeability to Inter - and Intra - Firm Knowledge Flows: The Role of Coordination and Hierarchy	<i>Global Strategic Journal</i> , Anand, J. (2011)
Unpacking Absorptive Capacity: A Study of Knowledge Utilization from Alliance Portfolios	<i>Academy of Management of Journal</i> , (2011), 54(3), 611-623 Vasudeva, G., Anand, J.

## Supplemental Materials 6 – Faculty CVs

### Brandl, Michael

#### Education

PhD, University of Houston

MA, University of Wisconsin-Milwaukee

BS, University of Wisconsin-Madison

#### Research & Biography

Dr. Michael Brandl is an Assistant Clinical Professor of Finance. He teaches in, and is responsible for, the Global Finance and Financial Institutions course sequence in the undergraduate finance major program. Dr. Brandl's academic research focuses on a historical examination of financial market developments in the North America, the Nordic countries of Europe, and in Latin America. Dr. Brandl is a frequent speaker at professional conferences and training seminars where he discusses the current status of the United States and global economy, financial markets analysis, economic policy and regulation and labor market behavior. He has conducted customized training programs for Brinker International, LG Electronics, Motorola, Frito-Lay, Texas Association of Counties and the American Public Power Association. Dr. Brandl and his work have been cited in numerous media outlets including *The Associated Press*, *Boston Globe*, *CBS Evening News*, *CBS Early Show*, *Charlotte Observer*, *CNBC*, *CNN*, *The Economist*, *Fox News*, *Forbes*, *National Public Radio*, *Dallas Morning News*, *Fort Worth Star-Telegram*, *Houston Chronicle*, *Kansas City Star*, *Miami Herald*, *Milwaukee Journal-Sentinel*, *Pittsburg Post-Gazette*, *Sacramento Bee*, *San Diego Union-Tribune*, *USA Today*, *The Wall Street Journal*, and *The Washington Post*.

#### CIBER-Related Research

Title	Journal/Publication/Publisher
The Current & Future View of the Economy	Oral Presentation, Annual Convention, Ohio Society of CPAs, Columbus , (2013) Brandl, M. W.
Substance & Scribbles: Reaching Students with the Bite Sized Concept Clips	Oral Presentation, Economics Teaching Conference, University of Kentucky, (2013) Brandl, M. W.
A Look in the Future of Our Economy: When Will Things Recover?	Lecture, The 31st Annual Jay L. Westbrook Bankruptcy Conference, (2012) Brandl, M. W.
Financial Crisis: Morals and Behavioral Economics	Oral Presentation, Morals & Banking UCSIA International Conference, (2010) Brandl, M. W.

### Brustein, William

#### Education

BS, University of Connecticut

MS, John Hopkins School of Advanced International Studies

MS & PhD, University of Washington

#### Research & Biography

Dr. William I. Brustein is Vice Provost for Global Strategies and International Affairs and Professor of Sociology, Political Science, and History at the Ohio State University. Dr. Brustein has published widely in the areas of political extremism and ethnic/religious/racial prejudice. He is past-president of the Association of International Education Administrators (AIEA) and Chair-Elect of NAFSA's International Education Leadership Knowledge Community. He has served on the Board of Directors of the Association for Studies in International Education, the editorial advisory boards of the *Journal of Studies in International Education* and the *International Education Report*. He currently serves on the executive committee of the Commission on International Programs of the Association of Public and Land-Grant Universities (APLU). He is Chair of the Academic Affairs Committee of APLU's Commission on International Programs. In 2003 he was appointed to the NASULGC's Task Force on International Education and helped draft the published report entitled *A Call to Leadership: The Presidential Role in Internationalizing the University*.

## Supplemental Materials 6 – Faculty CVs

### Drobny, Neil

#### Education

PhD, The Ohio State University

MS, Dartmouth College

BS, Dartmouth College

#### Research & Biography

Dr. Drobny teaches sustainable business practices at both the graduate and undergraduate level, including an Emerging Markets course on Brazil with a focus on sustainable development. He has extensive research and consulting experience having worked with governments and industry in the U.S. and other countries on matters related to sustainability and environmental protection. International work has encompassed: water quality monitoring programs in Latin America, water resources planning in Japan, commercialization of waste treatment technologies in Brazil and Australia, coal mining technologies in Germany, and waste treatment in Antarctica.

### Erel, Isil

#### Education

PhD, MIT Sloan School of Management

B.A., Koc University, Istanbul, Turkey

#### Research & Biography

Dr. Erel is an Associate Professor of Finance. Her research spans a variety of areas within corporate finance, with particular emphasis on mergers and acquisitions, corporate governance, and banking. She has published several pieces about cross-border mergers and acquisitions. Dr. Erel has presented in Singapore, Canada, Turkey, Israel, Austria, and the Netherlands.

#### CIBER-Related Research

Title	Journal/Publication/Publisher
Economic Nationalism in Mergers & Acquisitions.	<i>Journal of Finance</i> , (2013) 68(6), 2474-2514 Dinc, I. S., Erel, I.
Determinants of Cross-Border Mergers and Acquisitions	<i>Journal of Finance</i> , (2012) 67(3), 1045-1082 Erel, I., Liao, R. C., Weisbach, M. S.
Does Governance Travel Around the World? Evidence from Institutional Investors.	<i>Journal of Financial Economics</i> , (2011) 100(10), 154-181 Erel, I.
Differences in Governance Practices between U.S. and Foreign Firms: Measurement, Causes, and Consequences.	<i>Review of Financial Studies</i> , (2010) Vol. 23, Issue 3, 3131-3169 Aggarwal, R., Erel, I., Stulz, R. M., Williamson, R.

## Supplemental Materials 6 – Faculty CVs

### Gray, John

#### Education

PhD, University of North Carolina

MBA, Wake Forest University

BS, Dartmouth College

BE, Thayer School of Engineering at Dartmouth College

#### Research & Biography

Dr. John Gray is an Associate Professor of Operations. Dr. Gray studies the hard-to-measure and long-term performance implications of outsourcing and offshoring, with a current focus on quality risk. As part of this research, he examines the techniques buyers can use to effectively manage quality in outsourced production under a given set of conditions. He also studies the dynamic nature of internal quality management, primarily within manufacturing. Recently, he has added case studies on Risk and International Demand to his courses. Dr. Gray has published multiple journal articles on the effects of language differences and national culture on process compliance, outsourced manufacturing, offshore manufacturing, and outsourced production, as well as presented on a multi-country study of managing quality across geographic boundaries.

#### CIBER-Related Research

Title	Journal/Publication/Publisher
ISO 9000 as a Best Practice Intervention: An Empirical Examination.	<i>Academy of Management</i> , (2012) OM Division's Chan Hahn Best Paper Award, J.V. Gray, G. Anand, and A.V. Roth
Towards a Unifying Theory of Management Standard Implementation: The Case of ISO 9001 and ISO 14001.	<i>International Journal of Operations and Production Management</i> , (2014) forthcoming (to appear in 34:10), A. Ivanova, J.V. Gray and K.K. Sinha
Inter-organizational Quality Management: The Use of Contractual Incentives and Monitoring Mechanisms with Outsourced Manufacturing.	<i>Production and Operations Management</i> , (2013) 22(6), 1540-1556, Handley, S. M., Gray, J. V.

### Greenberger, David

#### Education

PhD, University of Wisconsin-Madison

MS, University of Wisconsin-Madison

BA, John Hopkins University

#### Research & Biography

Professor Greenberger is the Chair of the Department of Management and Human Resources, Academic Director of Computing Services and an Associate Professor of Management and Human Resources. His extensive research on numerous management issues has been published in journals such as the *Academy of Management Journal*, *Applied Psychology*, *Academy of Management Executive* and *Journal of Management Enquiry*.

#### CIBER Related Research

Title	Journal/Publication/Publisher
Work-life and performance: Resource investment through employee engagement	<i>The Academy of Management</i> , (2010) Coyne, E., Heneman, R. L., Greenberger, D. B.
The moderating effects of mentoring function on work-family conflict and turnover intentions: Gender differences	<i>International Journal of Human Resource Management</i> , Kim, H. D., Greenberger, D. B.
Lack of distraction: How collective satisfaction in work and life leads to better performance	To be submitted to the <i>Academy of Management Journal</i> , Greenberger, D. B.

## Supplemental Materials 6 – Faculty CVs

### Hoopes, Jeffrey

#### Education

PhD, The University of Michigan  
M. Acc, Brigham Young University  
BS, Brigham Young University

#### Research & Biography

Professor Hoopes joined the Fisher College of Business Department of Accounting and Management Information Systems in 2013. He completed his doctoral work in Business Administration (Accounting) at the University of Michigan. He holds a M. Acc. degree with a tax emphasis from Brigham Young University, where he also earned his B.S. degree in accounting. Professor Hoopes is a certified public accountant (CPA) in the state of Colorado.

#### CIBER Related Research

Title	Journal/Publication/Publisher
The effect of public disclosure on reported taxable income: evidence from individuals and corporations in Japan	<i>National Tax Journal</i> , (2013) 66(3), 571-607, Hasegawa, M., Hoopes, J. L., Ishida, R., Slemrod, J.
Do IRS Audits Deter Corporate Tax Avoidance?	<i>The Accounting Review</i> , (2012) 87(5), 1603-1639, Hoopes, J. L., Mescall D., Pittman, J.
Productivity and Prestige in Business Ethics Research: A Report and Commentary on the State of the Field.	<i>Business and Society</i> , (2011) 50(4), 580-606, Albrecht, C., Thompson, J. A., Hoopes, J. L.

### Hou, Kewei

#### Education

PhD, University of Chicago, Booth School of Business  
BS, University of Science and Technology of China

#### Research & Biography

Dr. Hou is an Associate professor of Finance. His primary research interest is in the area of empirical asset pricing with a specialization in the predictability of stock returns. He has published a journal article on What Factors Drive Global Stock Returns in the *Review of Financial Studies*. He has presented in South Korea, several universities in China, the Netherlands, and the United Kingdoms. Dr. Hou is also a committee member of the European Finance Association and Asian Finance Association and a reviewer for the *European Accounting Review* and the *Austrian Science Fund*.

#### CIBER Related Research

Title	Journal/Publication/Publisher
What Factors Drive Global Stock Returns?	<i>Review of Financial Studies</i> , (2011) 24(8), 2527-2574, Hou Kewei, Karolyi G. Andrew and Kho, Bong-Chan

## Supplemental Materials 6 – Faculty CVs

### Kalu, Kelechi A.

#### Education

PhD, University of Denver

#### Associate Director, Office of International Affairs

#### Research & Biography

Professor Kelechi A. Kalu previously taught political science courses at the University of Northern Colorado. He served two terms as Program Chair of the International Studies Section of the Southwestern Social Science Association and one term as President of International Studies Association-Southwest. He is a recipient of several academic and service awards/recognitions from the University of Northern Colorado--including a Teaching Excellence Award, a Faculty Member of the Year Award and other professional bodies such as the Association of Third World Studies, which honored Kalu with its "2004 President's Distinguished Leadership & Service Award." He was also honored with the Senior Honors Council 2005 Distinguished Service Award (UNC).

#### CIBER Related Research

Title	Journal/Publication
Agenda Setting and Public Policy in Africa	<i>Ashgate Publishers</i> , (2004)
Socio-Political-Scaffolding and the Construction of Change: Constitutionalism and Democratic Governance in Africa	<i>Africa World Press</i> , (2009)

### Knemeyer, A. Michael

#### Education

PhD, University of Maryland  
BSBA, John Carroll University

#### Research & Biography

Dr. Knemeyer is an Associate Professor of Logistics. His research focus is on supply chain relationships. In the courses he teaches, he has introduced new global material such as guest-speakers from Germany and Poland, i4 Europe coursework, and a Global Supply Chain Sourcing simulation. Dr. Knemeyer has many published journal articles including one comparing logistic outsourcing and loyalty behavior in Germany and the US in the *International Journal of Physical Distribution and Logistics Management*. He has presented in Peru, Canada, the Netherlands, Spain, Poland, and Germany. Dr. Knemeyer is a reviewer for the *International Journal of Operations and Production Management*, the *International Journal of Logistics Management*, and the *International Journal of Physical Distribution & Logistics Management*.

#### CIBER Related Research

Title	Journal/Publication/Publisher
Exploring the integration of sustainability and supply chain management- Current state and opportunities for future inquiry.	<i>International Journal of Physical Distribution and Logistics Management</i> , (2013) 43(1), 18-38, Winter, M., Knemeyer, A. Michael
Measurement and Moderation: Finding the Boundary Conditions in Logistics and Supply Chain Research.	<i>Journal of Business Logistics</i> , (2013) 34(2), 109-116, Goldsby, T. J., Knemeyer, A. Michael, Miller, J., Wallenburg, C. W.
Commitment and Trust as Drivers of Loyalty in Logistics Outsourcing Relationships: Cultural Differences Between the United States and Germany.	<i>Journal of Business Logistics</i> , (2011) 32(1), 83-98, Wallenburg, C. M., Cahill, D. L., Knemeyer, A. Michael, Goldsby, T. J.

## Supplemental Materials 6 – Faculty CVs

### Lambert, Douglas M

#### Education

PhD, The Ohio State University  
MBA, University of Western Ontario  
BA, University of Western Ontario

#### Research & Biography

Professor Lambert's research interests include the role partnerships in achieving competitive advantage, measuring and selling the value of logistics and supply chain management. Dr. Lambert is co-author of a number of books in the area of logistics, logistics management and marketing. He has published over 100 articles in numerous management and logistics journals including the Journal of Business Logistics and is the co-founder and co-editor of the International Journal of Logistics Management. Dr. Lambert has made over 100 presentations to professional organizations and has served as a faculty member for more than 500 executive development programs in North and South America, Europe, Asia, Australia and New Zealand, for both academic institutions and major international business organizations.

#### CIBER Related Research

Title	Journal/Publication/Publisher
Strategic Logistics Management	<i>McGraw Hill</i> , (2003) Chinese Edition,

### Leiblein, Michael

#### Education

PhD, Purdue University, Krannert Graduate School of Management  
MBA, Rensselaer Polytechnic Institute  
BS, Rensselaer Polytechnic Institute

#### Research & Biography

Dr. Leiblein is an Associate Professor of Management and Human Resources. Professor Leiblein's research examines the relationship between firm organization and performance in technology-intensive industries. His work utilizes aspects of industrial organization, the resource- and knowledge-based perspectives, transaction cost economics, and real options to examine relationships between aspects of economic exchanges (e.g., problem complexity and structure, exchange specificity and uncertainty), organization (e.g., outsourcing and various alliance structures) and performance (e.g., technical and financial performance as well as technological adoption and diffusion). He has published a journal article about the quality risks in offshore manufacturing in the pharmaceutical industry.

#### CIBER-Related Research

Title	Journal/Publication/Publisher
How firms capture value from their innovations.	<i>Journal of Management</i> , Vol. 39(5): 1123-1155, James, S., M.J. Leiblein, and S. Lu
Platform Innovation.	<i>Palgrave Encyclopedia of Strategic Management</i> , (2013) Leiblein, M. J.
Quality Risk in Offshore Manufacturing.	<i>Journal of Operations Management</i> , (2011) Vol. 29(7-8): 737-752, Gray, J., A. Roth, and Leiblein, M.J.



## Supplemental Materials 6 – Faculty CVs

### Lewicki, Roy

#### Education

PhD, Columbia University  
BA, Dartmouth College

#### Research & Biography

Professor Lewicki is a leading scholar in the study of trust development, negotiation and conflict management processes. He is the author or editor of over 32 books, including the leading academic textbooks on negotiation. Companies such as Nestle, DTE, Sterling Commerce, Limited Stores, American Electronic Power, Siemens, The Richard M. Ross Heart Hospital and The Ohio State Medical Center have utilized Lewicki's executive education services on conflict management, negotiation skills and leadership development. Lewicki is founding editor of Academy of Management Learning and Education and has served as associate editor of the Academy of Management Executive.

#### CIBER Related Research

Title	Journal/Publication
Negotiation (6 <sup>th</sup> Edition)	McGraw Hill, (2009)
Trust congruence among negotiators as a predictor of joint behavioral outcome	International Journal of Conflict Management, (2009)
Mastering Business Negotiation	Wiley/ Jossey Bass, (2006)

### Makhija, Anil

#### Education

PhD, University of Wisconsin-Madison  
MBA, Tulane University  
Btech, Indian Institute of Technology, Delhi

#### Research & Biography

Professor Anil K. Makhija is a Senior Associate Dean at the Fisher College of Business, The Ohio State University, where he has been on the faculty since 1999. He holds the Dean's Distinguished Professorship in Finance, and is also the Academic Director of the National Center for the Middle Market at OSU. In the past, he has chaired Fisher's Department of Finance, served as an Associate Dean, and has held the David A. Rismiller Professorship in Finance. Professor Makhija's work has appeared in major academic journals, including the *Journal of Finance*, *Journal of Financial Economics*, *Journal of Financial and Quantitative Analysis*, *Journal of Business*, *Journal of Corporate Finance*, *Financial Management Journal*, *Journal of Banking and Finance*, *Journal of Economic Behavior and Organization*, etc. He is currently co-editing with Profs. Kose John and Stephen Ferris *Advances in Financial Economics*, and has served on several editorial boards. He has been featured recently for research in the *Wall Street Journal*, *New York Times*, *Fox Business News*, *US News and World Report* blog, *Chicago Tribune*, *CFO Magazine*, *The Motley Fool*, *Columbus Dispatch*, *St. Louis Dispatch*, *Business First*, *CBS Columbus TV*, etc.

#### CIBER Related Research

Title	Journal/Publication/Publisher
Real Options in Divestment Alternatives	<i>Strategic Management Journal</i> , (2013) Damaraju, Nagalakshmi, Jay Barney, and Anil K. Makhija
Behavioral Consistency in Corporate Finance: CEO Personal and Corporate Leverage	<i>Journal of Financial Economics</i> (2012) 103(1), 20-40; Cronqvist, H., A. K. Makhija, Yonker, S.

## Supplemental Materials 6 – Faculty CVs

### Makhija, Mona

#### Education

PhD, University of Wisconsin-Madison Graduate School of Business

MA, University of Wisconsin-Madison

MBA, University of Wisconsin-Madison

BA, University of Wisconsin-Madison

#### Research & Biography

Dr. Makhija is a Professor of Management and Human Resources. One important line of her research centers on the institutional features of national environments that affect the structure of firms, the nature of competition and, ultimately, the behavior of managers. Another line of research examines the global structure of different industries, and the strategies and organization of multinational firms competing in these industries. In all, this research focuses on firms and managers in many different parts of the world, including Latin America, Western Europe, Eastern Europe and Asia. She has published an article "Within-country growth options vs. across-country switching options in foreign direct investment" in *Global Strategy Journal*. Dr. Makhija has presented in Istanbul, the Czech Republic, and Japan and is a reviewer for the *Academy of International Business*, the *Advances in International Management*, and the *Journal of International Business Studies*.

#### CIBER Related Research

Title	Journal/Publication/Publisher
Within-and across-country flexibility of foreign direct investments under uncertainty.	<i>Global Strategy Journal</i> , (2013) S. Song, M. Makhija, and S. Lee
Is international flexibility valuable during an economic crisis?	<i>Strategic Management Journal</i> , (2009) 30, 5:537-555, S. Lee and M. Makhija,

### Matta, Shashi

#### Education

PhD, University of Southern California

MBA, XLRI Jamshedpur, India

BE, Osmania University, Hyderabad, India

#### Research & Biography

Professor Matta's research is in the areas of branding, consumer behavior, and services marketing. His research includes an understanding of the cognitive and affective processes that underlie consumers' perceptions of marketing elements and product/service features, and how those perceptions influence evaluations of the brand. His research has been published in the *Journal of Marketing*, *Journal of Consumer Research*, *Journal of Consumer Psychology*, *Journal of the Academy of Marketing Science*, and *Review of Marketing Research*. Dr. Matta's article in the *Journal of Consumer Research*, on consumers' stereotypes of service providers, was awarded the "best article in services marketing" by the American Marketing Association's Services Special Interest Group. Other honors include being chosen as an IMS Arthur Fellow (2010-2012) at Fisher, an Excellence in Teaching award from the Fisher College of Business, Professor of the Year by the Ohio State's chapter of the American Marketing Association, Best Marketing Elective Professor at Fisher, the Liam Glynn Scholarship for the "most promising young scholar in services" and an Excellence in Teaching award by the marketing department at the University of Southern California.

#### CIBER Related Research

Title	Journal/Publication/Publisher
When a Product Takes On Characteristics of the Person Who Created it: Sometimes it Sounds Sweeter.	<i>Journal of Consumer Psychology</i> , (2012) forthcoming, Valerie Folkes and Shashi Matta
The Malleable Brand: The Role of Implicit Theories in Evaluating Brand Extensions.	<i>Journal of Marketing</i> , (2010) Vol.74 (1), 80-93, Eric Yorkston, Joseph Nunes and Shashi Matta

## Supplemental Materials 6 – Faculty CVs

### Noe, Raymond

#### Education:

PhD, Michigan State University

MA, Michigan State University

BS, The Ohio State University

#### Research & Biography

Professor Noe is one of the foremost academic authorities in the area of training and development. He is author of three texts in human resource management, including *Employee Training and Development*. He has published extensively in journals such as the *Journal of Applied Psychology*, *Academy of Management Review* and *Journal of Organizational Behavior*.

Professor Noe also serves on the editorial boards for *Personnel Psychology*, *Journal of Applied Psychology* and *Journal of Organizational Behavior*. His teaching and research has been recognized by awards from *The American Society for Training and Development*. He has also consulted with several companies, including Strategic Interactive and General Motors Assurance Corporation

#### CIBER Related Research

Title	Journal/Publication/Publisher
Invited Reaction: Development of a generalized learning transfer inventory system	<i>Human Resource Development Quarterly</i> , (2000)
Knowledge worker team effectiveness and the role of autonomy, interdependence, team development and conceptual support vehicles	<i>Personnel Psychology</i> , (1997)

### Oldroyd, James B.

#### Education

PhD, Kellogg Graduate School of Management, Northwestern University

MBA, Marriott School of Management, Brigham Young University

BA, Brigham Young University

#### Research & Biography

Professor Oldroyd is an Assistant Professor of Management and Human Resources at the Fisher College of Business at The Ohio State University. He received his PhD from the Kellogg School of Management at Northwestern University. Professor Oldroyd has taught courses on the global environment of business, negotiations, and innovation at the MBA and EMBA level. His research explores how social capital both enables and impedes knowledge flows in the multinational enterprise. He has published in journals such as *Academy of Management Review*, *Strategic Entrepreneurship Journal* and *Harvard Business Review*. Professor Oldroyd has been involved in numerous corporate education and advisory projects at companies such as Samsung, SK Group, and Doosan. Several of these projects have focused on developing an international response for firms that are under pressure from the environment, competitors or the need for rapid sales. He has been the recipient of the BK21 (Korean Governmental Initiative for the Future of Global Business) Grant (2009, 2010, 2011): SKK GSB case development grant for the development of international case material focused on the repatriation of knowledge, international negotiations, and knowledge spills.

#### CIBER Related Research

Title	Journal/Publication/Publisher
Scaling up your Story: An experiment in global knowledge sharing at the World Bank.	<i>Long Range Planning</i> , (2014) forthcoming, Oldroyd, J. B., and Morris, S. S.
Status and the true believer: The impact of psychological contracts on social status attributions of friendship and influence.	<i>Organization Science</i> , (2014) forthcoming, Oldroyd, J. B., Bingham, J., Thompson, J., Bunderson, S., and Bednar, J.

## Supplemental Materials 6 – Faculty CVs

### Roush, Kurt

#### Education

JD, The Ohio State University

MBA, The Ohio State University

#### Research & Biography

Kurtis is the Executive Director of Fisher's Office of Global Business. In addition to overseeing all of Fisher's international programs, he teaches courses in project-based learning courses that include both local and international learning opportunities for Fisher students. Prior to joining Fisher, Kurtis was an experienced management consultant, having spent time with Deloitte Consulting's strategy & operations practice, where he specialized in merger & acquisition integrations. He has worked on a number of high-profile mergers including Avaya/Nortel, Bank of New York/Mellon, Fiat/Chrysler, and a multitude of others.

### Rungtusanatham, M. Johnny

#### Education

PhD, University of Minnesota

BS, Birmingham-Southern College

#### Research & Biography

M. Johnny Rungtusanatham is a Professor of Management Sciences at the Fisher College of Business, The Ohio State University. Prior to this, he spent five years with the Carlson School of Management at the University of Minnesota, where he was Associate Professor of Operations Management, Academic Co-Director of the Joseph M. Juran Center for Leadership in Quality, and Ph.D. Coordinator for the Operations and Management Sciences Department. Before joining the Carlson School, he spent eight years with the W. P. Carey School of Business at Arizona State University at Tempe Campus, where he was Associate Professor of Supply Chain Management, Academic Director (with Executive Education) for the Chevron Advanced Certificate Program in Supply Chain Management, and founding Faculty Director for the W. P. Carey MBA – Online Program. He began his career at the School of Business, University of Wisconsin-Madison, where he taught, for three years, the undergraduate core course in operations management and the undergraduate and the MBA electives in quality management. Professor Rungtusanatham has articles which have appeared or are appearing in a number of prestigious academic and practitioner journals, including the *Academy of Management Review*, *Decision Sciences (DS)*, *Decision Sciences Journal of Innovative Education (DSJIE)*, *Journal of Business Logistics*, *Journal of Operations Management (JOM)*, *Journal of Supply Chain Management*, *International Journal of Operations & Production Management*, *International Journal of Production Research*, *International Journal of Quality & Reliability Management*, *Production and Operations Management (POM)*, *Production Planning and Control (PPC)*, *Sloan Management Review*, *Engineering Management Journal*, *Business Horizons*, and *Quality Progress*. His co-authors and he received the **Citation of Excellence** in 2011 from Emerald Management Reviews for their 2007 article in the *DS* journal. His research has won the **2004 Best Paper Award** from the *PPC* journal, the **2004 Best Paper Award** from *DSJIE*, and the **2005 E. Grosvenor Plowman Best Paper Award** from the Council of Supply Chain Management Professionals Annual Conference. His research has also been recognized as a finalist for the **2005 JOM Best Paper Award** and as a finalist for the **2008 Chan K. Hahn Best Paper Award** from the Operations Management Division of the Academy of Management. The Carlson School of Management at the University of Minnesota recognized Professor Rungtusanatham with the **2007 Annual Faculty Research Award**. Professor Rungtusanatham is a native of Bangkok, Thailand. He is multi-lingual and speaks Thai, Mandarin and Cantonese.

#### CIBER Related Research

Title	Journal/Publication/Publisher
TQM and Brand-Building by Chinese Original Brand Manufacturers: Impact on Business Performance.	<i>International Journal of Production Research</i> , (2014) Ng, C. H. Zhao, X., Fan, X., Rungtusanatham, M. J.
The Reshoring Phenomenon: What Supply Chain Academics Ought to Know and Should Do.	<i>Journal of Supply Chain Management</i> , (2013) 49(2), 27-33, Gray, J. V., Skowronski, K., Esenduran, G., and Rungtusanatham, M. J.

## Supplemental Materials 6 – Faculty CVs

### Shenkar, Oded

#### Education

PhD, Columbia University

Mphil, Columbia University

MSc, The Hebrew University of Jerusalem

BA, The Hebrew University of Jerusalem

#### Research & Biography

Dr. Shenkar is the Ford Motor Company Chair in Global Business Management and the Professor of Management and Human Resources at The Ohio State University. His research interests include international business, particularly comparative and international management. His special interests include strategic and managerial issues pertaining to international strategic alliances. Geographically, Dr. Shenkar's main region of interest is East Asia, particularly China. He has written over 70 articles for such journals as the *Academy of Management Review*, *Journal of International Business Studies* and *Management Science*. He also serves on the editorial boards of many of these journals and has edited several books, most recently the *Handbook for International Management Research* (2<sup>nd</sup> Edition). Dr. Shenkar has experience in advising multinational firms, national and state governments and international organizations. He is a member of the Conference Board Council of Integration Executives. The *Journal of International Business Studies* (JIBS) awarded Dr. Shenkar, the Ford Motor Company Chair in Global Business Management, the JIBS Decade Award for his widely cited article "Cultural distance revisited: Towards a more rigorous conceptualization and measurement of cultural differences."

#### CIBER Related Research

Title	Journal/Publication/Publisher
Mapping world cultures: Cluster formation, sources and implications.	<i>Journal of International Business Studies</i> , (2013) 44(9), 867-897, Ronen, S., Shenkar, O.
National Animosity and Cross-border Alliances.	<i>Academy of Management Journal</i> , (2013) Vol. 56 No. 6, pp. 1516-1544 Arikan, I. T., Shenkar, O.
FDI Experience Location and Subsidiary Mortality.	<i>Management International Review</i> , (2013) 53(3), 477-509, Zeng, Y., Shenkar, O., Lee, Seung-Hyun, and Song, Sangcheol
Cultural Differences, MNE Learning Ability, and the Effect of Experience on Subsidiary Mortality in a Dissimilar Culture: Evidence from Korean MNEs.	<i>Journal of International Business Studies</i> , (2013) 44(1), 42-65 Zeng, Y., Shenkar, O., Lee, Seung-Hyun, and Song, Sangcheol

### Sieber, Patricia

#### Education

PhD, University of California

MA, University of California

BS, Sophia University (Tokyo), Beijing Language and Culture University, and University of Zurich

#### Director, East Asian Studies Center

#### Research & Biography

Patricia Sieber is an Associate Professor in the Department of East Asian Languages and Literature. After Berkley she held a postdoctoral appointment at the Center for Chinese Studies, Taipei, and has since held research grants from the NEH, ACLS, Chiang Ching Kuo Foundation and other funding bodies. She has lectured in English, Chinese, and German in the U.S, Germany, China and Taiwan. Her area of expertise is Chinese print and book culture, particularly in the area of traditional drama and fiction as well as intercultural relations between China, Europe and the U.S. in the period of 1580-1860. She is the author of "Theaters of Desire: Authors, Readers, and the Reproduction of Early Chinese Song-Drama, 1300-2000" and many articles in journals such as *Monumenta Serica*, *Modern Chinese Literature and Culture* and *Journal of Chinese Religions*. She has presented her research in the US, Europe, China, Taiwan, and Hong Kong. As a two time recipient of OSU's East Asian Studies Center FY National Resource Center (NRC) and Foreign Language and Area Studies (FLAS) grants from the U.S. Department of Education, she currently serves as the director of OSU's East Asian Studies Center.

## Supplemental Materials 6 – Faculty CVs

### Steffan, Joyce

#### Education

Master of Organization Development, College of Business, Bowling Green State University  
BSBA, Bowling Green State University

#### Research & Biography

Ms. Steffan currently serves as the Director of OSU's Center for International Business Education and Research (CIBER) and oversees the strategic implementation of research, outreach, and programming for the 2010-2014 CIBER grant. In addition, she also serves as the Director of Undergraduate Global Business Initiatives at Fisher College of Business. In this role, she oversees undergraduate global initiatives that develop and enhance a global perspective for business students through courses, global internships, and short-term global programs. She also oversees the nationally recognized Export Internship Program which partners with the State of Ohio to expand the export capabilities of small to medium-sized Ohio-based companies. Teaching the undergraduate Introduction to International Business core course is also part of her area of responsibility.

### Stulz, Rene M.

#### Education

PhD, Massachusetts Institute of Technology  
London School of Economics

#### Research & Biography

Professor Stulz is the Everett D. Reese Chair of Banking and Monetary Economics, a Professor of Finance at The Ohio State University and the Director of the Dice Center for Research in Financial Economics. His research addresses the issues in corporate finance, banking, international finance, risk management and investments. He is the author of the textbook *Risk Management and Derivatives*, a co-author of the *Squam Lake Report: Fixing the Financial System*, and has edited several books, including the *Handbook of the Economics of Finance*. Dr. Stulz was president of the *American Finance Association* in 2004, was editor of the *Journal of Finance* for 12 years and co-editor of the *Journal of Financial Economics* for five years. He has also published more than 60 papers in leading finance and economics journals. Dr. Stulz teaches in executive development programs in the US and Europe and has consulted for major corporations, the New York Stock Exchange and the World Bank. He was 1996-1997 Marvin Bower Fellow at the *Harvard Business School* and holds an honorary doctorate from the University of Neuchatel in Switzerland.

#### CIBER Related Research

Title	Journal/Publication/Publisher
Do domestic investors have an edge? The trading experiences of foreign investors in Korea.	<i>Review of Financial Studies</i> , (2005), v18(3),795-829. Hyuk Choe and Bong-Chan Kho
The limits of financial globalization.	<i>Journal of Finance</i> , (2005), v60(4), 1595-1638; reprinted in <i>Journal of Applied Corporate Finance</i> , 2007, v19(1), 8-15.
Risk Management Failures: What Are They and When Do They Happen	<i>Journal of Applied Corporate Finance</i> , (2008), v20, No. 4, 39-48

## Supplemental Materials 6 – Faculty CVs

### Trigo, Abril

#### Education

PhD, University of Maryland

Doctor en Filosofía y Letras, Universidad Complutense, Madrid

Profesor de Literatura, Instituto de Profesores Artigas, Montevideo

#### Director, Latin America Studies Center

#### Research & Biography

Abril Trigo is the Distinguished Humanities Professor at The Ohio State University. He teaches courses including Latin American Cultures, Latin American Film, Literary and Cultural Theories, Latin American Cultural Studies, Liberation Theology, Globalization, Latin American Theater, Latin American Popular Cultures. He has field experience lecturing in several countries in Latin America and Europe. He is a member and Cultural Studies Track Chair for the Latin American Studies Association. His Current research includes a critical review of the current status of the field, and a theoretical inquiry on globalization and contemporary culture.

#### CIBER Related Research

Title	Journal/Publication/Publisher
Critical Index of Uruguayan Theater/Indice critico del teatro uruguayo	The Ohio State University Libraries, 2009
The Latin American Cultural Studies Reader	<i>Duke University Press</i> , 2004
Los estudios culturales latinoamericanos hacia el siglo XXI	<i>Revista Iberoamericana</i> , 2003

### Unnava, Rao

#### Education

PhD, The Ohio State University

PGD, Indian Institute of Management Calcutta

BS, Jawaharlal Nehru Technological University

#### Research & Biography

Professor Unnava's research focuses on issues related to brand loyalty, consumer response to advertising and sales promotions, and consumer memory. His work has appeared in the *Journal of Marketing Research*, *Journal of Consumer Research*, *Marketing Letters*, *Personality and Social Psychology Bulletin*, *Journal of International Consumer Marketing* and *Advances in Consumer Research*. He is on the editorial review board of the *Journal of Consumer Research*. Unnava's teaching experience includes courses at the undergraduate and graduate levels, including marketing management and strategy, marketing research, consumer behavior, promotional strategy, human memory processes and international marketing. He was named Outstanding Undergraduate Teacher by the American Marketing Association in 1997.

#### CIBER Related Research

Title	Journal/Publication/Publisher
The Effect of Brand Commitment on the Evaluation of Nonpreferred Brands: A Disconfirmation Process	<i>Journal of Consumer Research</i> , ( 2009) February

## Supplemental Materials 6 – Faculty CVs

### Vashchilko, Tatiana

#### Education

PhD, Pennsylvania State University  
MA, Pennsylvania State University  
BA, Moscow State University, Russia

#### Research & Biography

Dr. Vashchilko is a Visiting Assistant Professor of Management & Human Resources. Her research interests are multidisciplinary and emerge from her research experience in international business, political science, economics, and information science. Her main research centers on the implications of interstate relations for international business. She is published in the *Journal of International Business* and the *Book review of Foreign Investment and Political Regimes: The Oil Sector in Azerbaijan, Russia and Norway*. She has presented at the *Academy of International Business* and the *International Studies Association*. She also served as an ad-hoc reviewer of *International Interactions and Political Science Quarterly*. Additionally, Vashchilko's business teaching case, titled *Coca-Cola: Back in Burma*, was published this year. Vashchilko has taught courses on international business; business and government in a global environment; international political economy; non-state actors in world politics; and macroeconomic analysis and policy. She has been selected as a finalist of the International Management Division Fundação Dom Cabral Best Paper in Strategy / International Business Theory Award, and nominated for the William H. Newman Dissertation Award at the 2013 Academy of Management Annual Meeting. She received multiple research and travel grants from the Pennsylvania State University and the University of Western Ontario. In 2007, she received an NSF-EITM fellowship to participate in the Empirical Implications of Theoretical Models Summer Institute at the University of California, Los Angeles.

#### CIBER Related Research

Title	Journal/Publication/Publisher
Bilateral Political Risk and Multinational Investment.	<i>Journal of International Business Studies (JIBS)</i> , with Quan Li
The Signaling Role of BIT Stringency for Facilitating of FDI	<i>The Academy of Management (2013) Best Paper Proceedings</i>
Business Teaching Case "Coca-Cola: Back to Buma"	<i>Ivey Business School Publishing</i> , (2013) London, ON Canada: with Christopher Williams and Carolyn Burns
Foreign Investment and Political Regimes: The Oil Sector in Azerbaijan, Russia and Norway.	<i>Political Science Quarterly</i> (2011) 126(2): 362-364,
Dyadic military conflict, security alliances, and bilateral FDI flows.	<i>Journal of International Business Studies</i> , (2010) Vol. 41, No. 5, pp. 765-782, Li, Q., Vashchilko, T.

### Wruck, Karen

#### Education

PhD, University of Rochester  
MS, University of Rochester  
AB, Davidson College

#### Research & Biography

Karen Wruck is a Senior Associate Dean and the Dean's Distinguished Professor and Professor of Finance at the Fisher College of Business. She conducts research and teaches in the fields of financial and organizational economics, specializing in corporate finance, restructuring, financial distress, corporate governance and management compensation. Wruck was an associate editor of the *Journal of Financial Economics*, *Journal of Corporate Finance*, *Journal of Financial Research* and *European Financial Management* and she served as an ad hoc referee for many other academic journals. She has been selected as the outstanding faculty member by students in the core of the full time MBA program and the executive MBA program at Ohio State. She has also received a faculty-selected award for exceptional contribution toward graduate student intellectual and cultural growth at Ohio State. Wruck serves as an academic director of the Financial Management Association and the Turnaround Management Association. She has served as a consultant to major corporations and has worked on a number of high profile corporate litigation projects as an expert witness. Prior to her appointment at Ohio State's Fisher College of Business, Wruck was an Associate Professor at the Harvard Business School.



## Supplemental Materials 6 – Faculty CVs

### Ward, Peter T.

#### Education

DBA, Boston University

MSBA, University of Massachusetts, Amherst

BBA, University of Massachusetts, Amherst

#### Research & Biography

Professor Ward is the Chair of the Department of Management Sciences, Professor of Management Sciences, and Associate Director of Research and Communications at the Center for Excellence in Manufacturing Management. His research has been published in a number of journals, including *Decision Sciences*, *Journal of Operations, Management and Production and Operations Management*. He serves as a judge for Industry Week's Best Plants program and is on the advisory board of Ford Motor Company's Lean Resource Center. He developed, in partnership with Ford Motor Company, the Tomorrow's Lean Enterprise Leadership program, a popular series of MBA courses and internship opportunities.

#### CIBER Related Research

Title	Journal/Publication/Publisher
The Impact of Conformance and Experiential Quality on Healthcare Cost and Clinical Performance.	<i>Academy of Management Proceedings</i> , (2013) 1-36, Chandrasekaran, A., Senot, C. C., Tucker, A. L., Ward, P. T.
The Relative Impact of Attribute, Severity, and Timing of Psychological Contract Breach on Behavioral and Attitudinal Outcomes.	<i>Journal of Operations Management</i> , (2013) 31(7/8), 567-578, Eckerd, S., Hill, J. A. Boyer, K. K., Ward, P. T. Donohue, K.

### Werner, Ingrid M.

#### Education

PhD, University of Rochester

Ekon. Lic., Stockholm School of Economics

MA, University of Rochester

MBA, Stockholm School of Economics

#### Research & Biography

Professor Werner holds the Martin and Andrew Murrer Endowed Professorship in Finance and serves as Finance Department Chair. She held a National Fellowship at the Hoover Institution (Stanford University) during 1995-1996. She was the 1996-1997 Visiting Research Economist at the New York Stock Exchange, and the 2001-2002 Nasdaq Visiting Academic Fellow. Professor Werner served on the Economic Advisory Board of the NASD 1998-2000 and is currently on the Economic Advisory Board of the Swedish Finance Research Institute (SIFR) in Stockholm. She also served on the Scientific Advisory Board of the Swedish Financial Regulatory Committee 2008-2011. She currently serves on the Editorial Board of *The Review of Asset Pricing Studies*, the *Journal of International Financial Markets, Institutions & Money*, the *Emerging Markets Finance Journal*, the *International Review of Economics & Finance*, and the *European Financial Management*, and she was an associate editor for the *Journal of Finance* 2001-2003, and the *Review of Financial Studies* from 1998-2001. Professor Werner's research interests range from international finance to market microstructure. Her research has been published in top-tier economics and finance journals such as *Journal of Finance*, the *Review of Financial Studies*, and *Journal of Economic Theory*. Current research projects include Dark Pool trading and market quality, OTC market disclosure and market efficiency, Liquidity and asset pricing, and APR violations in Chapter 11 Bankruptcy. She has taught at the graduate level at Stanford Graduate School of Business, University of Michigan's Ross School of Business, University of Toronto's Rotman School of Management, Bocconi University, and the University of Bologna.

## Supplemental Materials 6 – Faculty CVs

### Zinn, Walter

#### Education

PhD, Michigan State University  
MBA, Michigan State University  
BA, Fundacao Getulio Vargas, Brazil

#### Research & Biography

Professor Zinn is an Associate Professor of Marketing and Logistics. His research interests focus primarily on the impact of customer service policies on the determination of safety stocks. He is also interested in logistics issues in Latin America and received a logistics innovation award from the Latin American Logistics Center. His research has been published in such academic journals as the Journal of Business Logistics, the European Journal of Operational Research and the International Journal of Logistics Management, among others. Professor Zinn is also a member of the editorial review board of the Journal of Business Logistics and the International Journal of Logistics Management. He recently completed two studies for the World Bank discussing supply chain management problems generated by imperfections in public policy, and works regularly with the business community as a speaker at logistics conferences and meetings in the United States, Brazil and other countries in Latin America.

#### CIBER Related Research

Title	Journal/Publication/Publisher
Social Supermarkets – a new Challenge in Supply Chain Management and Sustainability.	<i>Supply Chain Forum</i> , (2010) 11(4), 50-58, Holweg, C., Lienbacher, E., Zinn, W.
Sizing Inventory When Lead-time and Demand are Correlated.	<i>Production and Operations Management</i> , (2010) 19(4), 480-484, Wang, P., Zinn, W., Croxton, K. L.

## **Supplemental Materials 7: Budget Notes**

The Fisher College of Business at The Ohio State University's proposal for designation as a CIBE includes a four-year total budget request to the US Department of Education of slightly over \$1.28M. The cost share provided by Fisher College and the University more than accommodates the legislative mandate of 50% of total budget, amounting to slightly over \$3.27M.

**Personnel:** Much of the University's contribution is concentrated in faculty and staff salaries to support programmatic activity within the CIBE. Ohio State, as part of its required financial cost share, provides more than 85% of the salaries and fringe benefits for the Office of Global Business staff and Fisher faculty who implement the programs. Over the course of the grant period, Ohio State will provide more than \$2.7M for personnel, as compared with the federal share of \$445,467. Fisher College pays the full salary of six staff members who develop and manage each CIBE initiative, including the Executive Director of the Office of Global Business; CIBE Director and Director of UG Global Business Initiatives; Director of Graduate Global Business Initiatives; Assistant Director for Student Exchange; Program Coordinator for Short-Term Programs; and a Program Assistant. Additionally, Fisher pays for 95% of the Co-PIs, one of who serves as CIBE's Academic Director.

As a result, this commitment by Ohio State enables the OSU CIBE to spend a majority of the funds received from the US Department of Education directly on global business programs, global research, and important outreach to students, faculty and the business community across the State of Ohio.

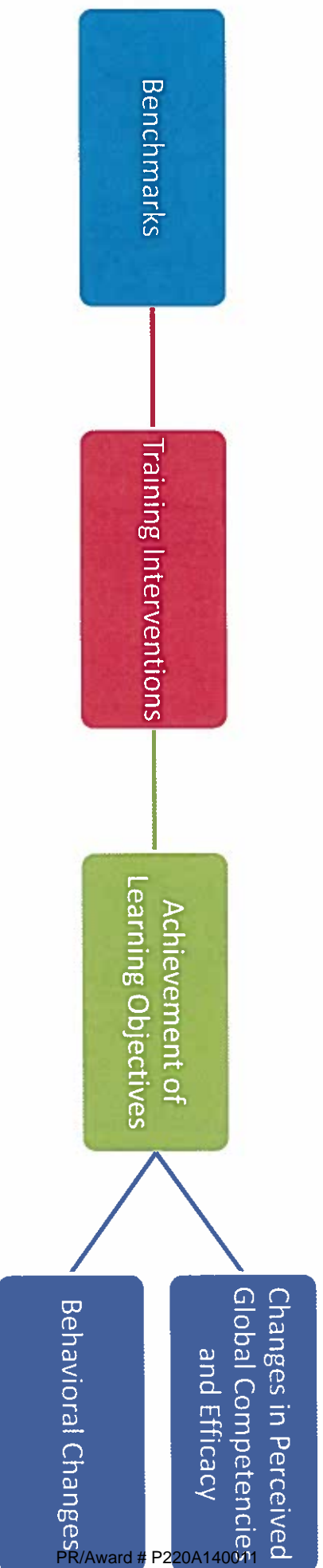
**Research:** The OSU CIBE promotes global research for faculty through its Global Research Awards that consider proposals from not only Fisher faculty and PhD students, but those from Ohio's HBCU institutions and community colleges that are interested in advancing global business curriculum at their institutions. These funds totaling over \$65,000 each year are allocated to enable faculty and students to travel both domestically and globally to continue their research or participate in action-learning projects as part of their academic programs. The OSU CIBE expects to fund 12-14 research projects each year, and potentially more than 56 research projects during the four-year grant cycle. The total amount allocated just for global research over the life of the grant is \$226,000, which would enable a significant amount of knowledge creation to occur in global topics. Additionally, the unique partnership with Fisher's National Center for the Middle Markets will enable significant global research to be conducted to advance knowledge in expanding global awareness and training in the middle market sector as well as expanding export capability at small to medium-sized Ohio firms.

**Travel:** OSU CIBE is dedicated to helping undergraduate and graduate students participate in expanding their global awareness through global travel scholarships. Approximately \$36,000 has been designated each year, or \$144,000 over the life of the grant, to assist undergraduate students in subsidizing their travel to one of the six short-term global programs locations or six summer global internship locations. Fisher students will be funded to participate in a Global Case Competition in The Netherlands, travel to Ghana as part of an interdisciplinary social entrepreneurship program, or study at one of Fisher's 24 global exchange partners. Fisher College provides additional funds of approximately \$20,000 each year to subsidize student travel through other

scholarships. Fisher also subsidizes the faculty and resident director travel cost for the Emerging Markets, Sustainable Business, Western Europe, Eastern Europe, Global Marketing, and Global Logistics Global Labs to reduce the cost passed to the students. Additional Fisher sponsorship includes the Global Applied Projects Program, and One Health Ethiopia Program that amounts to over \$15,000 each year.

The OSU CIBE will continue to be a conscientious steward of federal resources, using them to extend and leverage programs already in existence, and create and foster new programs to meet national mandates. The Ohio State University and Fisher College of Business remain committed to the ongoing internationalization of the University, as well as its responsibility as one of only two land-grant institutions in the State of Ohio.

# Evaluation Plan



# Supplemental Materials 8 -- 2014 - 2018 OSU CIBE Performance Measures Form

## Project Goal Statement 1: Increase number of Middle Market businesses seeking global training and those who subsequently engage in exporting

Performance Measures	Activities	Data / Indicators	Frequency	Data Source	BL	T1	T2	T3	T4
A) At the end of four years, have at least an article every other month in national and international media that draw attention to globalization challenges of middle market firms	A 1. Collaborate with NCMM to increase data collected on middle market and increase attendance at NCMM's Annual Summit to expand awareness of global opportunities to middle market firms								
	A 2. Increase amount of exposure through top media outlets to include national and international presentations with leading trade experts in both the national and international sectors.								
	A 3. Increase number of foreign middle market experts in attendance at annual summit to share best practices.								
B) Collaborate with Fisher's Executive Education Programs to offer specific training programs related to trade and exporting--there should be at least four annual programs in the fourth year.	B 1. Offer specific trade/export related training programs to professional community that provides basic and advanced research in global aspects of the middle market.								
C) Create new networks of executives in the MM who can find support for exporting activities.	C 1. Create customized program series for middle-markets companies that focus on overcoming barriers to exporting, understanding global market analysis and distribution/logistics opportunities, identifying export partners and available trade/export resources.								
D) Increase training opportunities that focus on growing the number of globally competent employees. At the end of four years, there should be at least 300 participants per year in them.	D 1. Collaborate with State of Ohio Development Services Agency, U.S. Chamber of Commerce, Professional Associations, Economic Development Agencies, Two-Year Institutions to increase number of training programs that focus on export/trade as the primary topic.								
	D 2. Reach out to students at other types of colleges and universities (e.g., MSIs, young students (e.g., high schools), and those beyond formal education (millennials, baby boomers) to increase number of training programs by 10% that relate to global business opportunities.								
E) At least 10% more of our graduating students should seek a global-related company	E 1. Track graduated students who participate in global aspects of business training programs to determine global career choices								

## Supplemental Materials 8 -- 2014 - 2018 OSU CIBE Performance Measures Form

### Project Goal Statement 2: Increase number of students participating in global programs

Performance Measures	Activities	Data / Indicators	Frequency	Data Source	BL	T1	T2	T3	T4
A) Increase current number of 450 undergraduates by 10% per year traveling to learn about global commerce	A 1. Add additional global options to include two Industry Clusters: Energy and Sustainability and Business Analytics								
	A 2. Increase amount of travel scholarships for undergraduate students who would like to participate in global programs								
B) Increase current number of 92 graduate students by 8% per year who participate in global programs	B 1. Increase number of Global Applied Projects (GAP) to accommodate increased number of student participants								
	B 2. Add two additional graduate global programs other than GAP for graduate students to travel over the Spring Break week.								
C) Collaborate with other units to target students (5% per year) to travel overseas as part of interdisciplinary programs	C 1. Increase awareness about OSU's One-Health Partnership in Ethiopia and Social Entrepreneurship Program in Ghana								
	C 2. Increase number of presentations on Funding Global Options so students are better able to participate in global programs in specific regions and disciplines								
D) Have at least 20% of Fisher students who travel overseas present to their high schools	D. 1 Require students to go back to their high schools, as we currently do with the Export Internship Program								



## Supplemental Materials 8 -- 2014 - 2018 OSU CIBE Performance Measures Form

### Project Goal Statement 3: Increase number of under-represented minority students' awareness of global commerce and those who seek jobs with an international component

Performance Measures	Activities	Data / Indicators	Frequency	Data Source	BL	T1	T2	T3	T4
A) Increase marketing to under-represented minority groups to encourage participation; increase by 20% the number of underrepresented students having a global experience	A 1. Collaborate with Fisher Office of Diversity and OSU Office of Diversity and Inclusion to reach target audience and create awareness of value of global experiences								
	A 2. Increase travel scholarships to minority groups to expand global perspective								
B) Have at least 30% of total number of underrepresented minority business majors who participate in some global activity	B 1. Expand business outreach collaborations and bring business professionals to student organization meetings who can discuss their career paths that include global experiences								
	B 2. Collaborate with Office of Career Management to coach students from this target group on the value of global experience								
C) Increase by 10% the number of under-represented minority students who receive scholarships to participate in Summer Global Internship Programs	C 1. Increase number of under-represented minority students who serve as scholarship student leaders on global internships programs.								
D) At each school develop a new organization of students who share their international experiences with one another and reach out to incoming students	D.1. Increase number of graduated under-represented minority students who have participated in global internships programs and can provide testimonials on the value of their experience and how they leveraged it to get a job with a global element								

## Supplemental Materials 8 -- 2014 - 2018 OSU CIBE Performance Measures Form

### Project Goal Statement 4: Increase number of students who go to work for a business engaged in global activities

Performance Measures	Activities	Data / Indicators	Frequency	Data Source	BL	T1	T2	T3	T4
A) Increase by 25%, the number of students who interact with businesses at an international level	A 1. Sponsor Participants to compete in Global Case Competition in Rotterdam School of Management in The Netherlands								
	A 2. Increase travel scholarships to students to expand global perspective								
	A. 3. Increase number of students who shadow executives engaged in international work								
B) Increased by 15% the number of students who actually have a global work experience before they graduate from college	B 1. Increase number of students who participate in global internships to create global awareness and leverage their experiences in future job searches								
	B 2. Collaborate with Office of Career Management to coach students from this target group on the value of global experience								
C) Increase by 15% the number of students who go to work for a global company	C 1. Increase outreach to community college, MSIs, and high school students to expand global perspective								
D) Creation of an alumni group so that graduated students in international firms can network and after four years have this managed without CIBE assistance	D.1. Increase number of graduated students who have participated in global internships programs and can provide testimonials on the value of their experience and how they leveraged it to get a job with a global element								
	D.2. Leverage the Fisher alumni network and current overseas participants to create a network that uses social media to assist one another								

## Supplemental Materials 8 -- 2014 - 2018 OSU CIBE Performance Measures Form

### Project Goal Statement 5: Increase number of undergraduate students taking an elective with an international component

Performance Measures	Activities	Data / Indicators	Frequency	Data Source	BL	T1	T2	T3	T4
A) Increase by 20% the number of students who participate in GO Business certification program	A 1. Market Global Option in Business transcript designation/certification program to provide structured opportunities for expanding global awareness								
	A 2. Increase number of students who enroll in elective culture courses taken as part of academic program								
B) Increase current number of 350 students by 20% who participate in globally-diverse programs	B 1. Increase marketing efforts for Global Business courses (marketing, logistics, emerging markets, sustainable business, international business) with attached global labs to encourage student participation in globally diverse programming								
C) Increase by 10% the number of students who go to work for a globally-focused company	C 1. Increase current number of 32 students who take export-related courses as part of EIP Program								
	C 2. Create Export Industry Cluster so students will expand global perspective and relevance of export/trade								
D) At the end of four years, have at least 50 students minor in international business	D.1. Work with the University to create new dual-minors so that majors around campus can minor in international business								
	D.2. Work with the University to encourage foreign language majors to take an international business minor								

## Supplemental Materials 8 -- 2014 - 2018 OSU CIBE Performance Measures Form

**Project Goal Statement 6: Increase number of business students taking foreign languages, minoring in languages, enriching their cultural sensitivity, and taking area studies courses**

Performance Measures	Activities	Data / Indicators	Frequency	Data Source	BL	T1	T2	T3	T4
A) Increase by 15% number of students who participate in language programs	A 1. Include basic language component as part of global programs to enable students to assimilate into global cultures faster when traveling abroad								
	A 2. Increase number of students who enroll in elective culture courses taken as part of academic program								
B) Increased by 5% the number of students who minor in foreign language	B 1. Increase number of students who participate in language minor programs								
C) Increase by 30% the number of students who describe themselves as able to work for a globally-focused company	C 1. Offer travel scholarships for students who minor in specific foreign languages								
	C 2. Expand student participation in programs with Area Study Centers								

## Supplemental Materials 8 -- 2014 - 2018 OSU CIBE Performance Measures Form

### Project Goal Statement 7: Increase number of companies in Ohio who have been assisted by export internship class to increase their export capabilities

Performance Measures	Activities	Data / Indicators	Frequency	Data Source	BL	T1	T2	T3	T4
A) Within the next three years, Increase by 50% the number of students (currently 32) who participate in export internship program; double the numbers who participate from other schools (currently 6); double the amount of export trade in Ohio that is derived directly from EIP; create at least 3 more such programs at other universities in the state, including Central State.	<p>A 1. Expand student participation in Export Internship Program which will increase number of Ohio-based companies who will be matched to students</p> <p>A 2. Increase number of MBA students who enroll in EIP program to offer Ohio-based companies more in-depth strategies to increase export capability</p>								
B) Increase by 30% the number of students who describe themselves as having export/trade competencies	B 1. Create Specialized Undergraduate Export Industry Cluster to increase student focus on export competencies which will add value to Ohio companies immediately upon graduation								
C) Increase number of resources available to Ohio-based companies	C 1. Create Export Institute to provide wide array of resources for Ohio companies to increase global sales								
D). Have a fully subscribed training program for middle market firms per year across the US	D 1. Expand collaboration with Ohio centers of economic development and NCMM to create export/trade opportunities and skillsets								
E) Have a function network in Ohio that connects EIP firms	E.1. Create a network of alumni of the EIP who can assist each other and new firms in export activities								

## Supplemental Materials 8 -- 2014 - 2018 OSU CIBE Performance Measures Form

**Project Goal Statement 8: Increase number of community college students who participate in some global commerce-related activity/class, and then transfer to 4-year school to take globally-oriented courses**

Performance Measures	Activities	Data / Indicators	Frequency	Data Source	BL	T1	T2	T3	T4
A) Increase by 20% the number of community college students who participate in global courses	A 1. Create Global Entrepreneurship Pathway Program with Ohio community colleges to expand students' global perspective								
	A 2. Collaborate with Young Scholars Programs to create global awareness for at-risk student populations								
B) Increased by 10% the number of community college students who report that they have developed export/trade competencies	B 1. Include community college students in Export Internship Program to increase student focus on export competencies which will add value to Ohio companies immediately upon graduation								
C) Increase by 50% the number of faculty at Ohio community colleges who have added some global business component	C 1. Expand Ohio International Community College Network to enhance faculty capability to offer globally-focused curriculum								
	C 2. Expand opportunities for community college students to travel with Fisher Global Programs								

## Supplemental Materials 8 -- 2014 - 2018 OSU CIBE Performance Measures Form

### Project Goal Statement 9: Increase baby-boomer's, millennials', and immigrant groups' global awareness

Performance Measures	Activities	Data / Indicators	Frequency	Data Source	BL	T1	T2	T3	T4
A) Have two programs, administered by immigrant groups, run per year	A 1. Develop micro-enterprise programs for immigrant groups to learn how to start their own businesses								
	A 2. Create relationships with leaders in targeted ethnic groups so they can provide training to others								
B) Have at least two programs per year for millennials and have 25 per year in concentrated mentoring programs	B 1. Create global awareness coaching program for millennials to develop competencies to advance their careers								
C) Run at least one overseas travel program for baby boomers per year and have 10% of participants work in a global business	C 1. Expand opportunities for baby boomers to rejoin the work force with competencies to offer globally-focused companies								
	C 2. Ask baby boomers to offer specialized global programs at their local libraries and other programs through professional organizations								

## Supplemental Materials 8 -- 2014 - 2018 OSU CIBE Performance Measures Form

### Project Goal Statement 10: Increase veteran international commerce awareness and their perceptions of global trade competence

Performance Measures	Activities	Data / Indicators	Frequency	Data Source	BL	T1	T2	T3	T4
A) Increase by 50% the number of veterans who describe themselves as globally competent; increase by 25% the number of veterans who describe themselves as comfortable at Ohio State	A 1. Develop veteran speakers' bureau for returning veterans who enroll as students and can share their global experiences								
	A 2. Develop special global projects that veterans can work collaboratively to share their global insight								
	A 3. Develop a speaker series in which veterans share their global experiences, giving them recognition while expanding global awareness of other students								
B) Increased the number of veterans who participate in a global program	B 1. Offer scholarships to veterans who participate in a Fisher global program								
C) Increase the percentage of veterans by 20% who work for a company that engages in global exporting	C 1. Offer veterans the opportunity to participate in the Export Internship Program to develop export/trade competence with insight into specific region in which they may have traveled								



## Supplemental Materials 8 -- 2014 - 2018 OSU CIBE Performance Measures Form

**Project Goal Statement 11: Increase number of international business courses in high schools so as to enhance high school student awareness; track their global activities when they go to college**

Performance Measures	Activities	Data / Indicators	Frequency	Data Source	BL	T1	T2	T3	T4
A) Increase by 100% the number of high school students who describe themselves as globally aware	A 1. Co-sponsor Global Scholars Diploma program and track student enrollment at 2-yr and 4-yr institutions								
	A 2. Expand Fisher's Global Perspectives Program for high school students and track 2-yr or 4-yr enrollments and if they develop focus on global topics								
B) Increase the number of high school teachers who are able to teach some component of global commerce by 50%; add three online modules for high school students	B 1. Create global curriculum to offer students and high school teachers, especially at on-line schools such as Treca Digital Academy								
C) Increase the number of global commerce programs taken by high school students by 30%	C 1. Collaborate with Young Scholars Programs to target at-risk high school population to create global awareness and opportunities for global careers								
D) Increase by 25% the numbers of high school students who take a global course in college	D 1. Collaborate with high schools such as Metro School of Columbus to mentor project groups on global topics								

## Supplemental Materials 8 -- 2014 - 2018 OSU CIBE Performance Measures Form

### Project Goal Statement 12: Increase number of faculty who submit global commerce related research proposals and their impact on activities

Performance Measures	Activities	Data / Indicators	Frequency	Data Source	BL	T1	T2	T3	T4
A) Increase number of globally-focused research projects by 30%	A 1. Offer faculty global research awards to OSU, MSIs, and Community College faculty to develop global commerce-related research								
	A 2. Increase participation in Internationalizing Doctoral Education in Business Program								
B) Increased number of researchers from other schools and institutions who are funded by the OSU CIBE by 15%	B 1. Invite global faculty to attend NCMM's Annual Summit where faculty from international institutions can share their global research								
	B2. Invite proposals from faculty at other universities to submit global research on the MM								
C) Increase export/trade related research by Fisher and Central State faculty with two papers published in mainstream journals	C 1. Expand research funding opportunities on export/trade related topics								
D) Increase dissemination of research to academics, industry, and media	D1. Research is shared with media and at national and international meetings								

## Budget Narrative File(s)

---

\* **Mandatory Budget Narrative Filename:**

[Add Mandatory Budget Narrative](#)

[Delete Mandatory Budget Narrative](#)

[View Mandatory Budget Narrative](#)

---

To add more Budget Narrative attachments, please use the attachment buttons below.

[Add Optional Budget Narrative](#)

[Delete Optional Budget Narrative](#)

[View Optional Budget Narrative](#)

## 2014-2018 Proposed CIBE Budget - YEAR 1

Line Item	Fed Year 1	OSU Year 1	Subtotal Fed Yr 1
<b>CORE ADMINISTRATION &amp; MANAGEMENT</b>			
<b>Core Personnel Salaries</b>			
Anil Makhija, Co-PI, 5% CY		14,533.00	
David Greenberger, Co-PI, 5% CY		10,450.00	
Kurtis Roush, Executive Director, 100% CY		120,030.00	
Joyce Steffan, UG and CIBER Director, 100% CY		73,030.00	
Heidi Eldred, Graduate Director, 100% CY		77,000.00	
Kozue Isozaki, Assistant Director 100% CY		59,325.00	
Zachery Grammel, Program Coordinator, 100% CY		35,700.00	
Nell Gerhart, Program Assistant, 100% CY		39,333.00	
Export Internship Program Coordinator To Be Hired, 100% CY	40,000.00		
Evaluation Coordinator To Be Hired (50% FTE) 100% CY	40,000.00		
<b>Subtotal Core Personnel</b>			<b>80,000.00</b>
<b>Fringe Benefits</b>			
Professional Fringe Benefit 29%		7,246.00	
Professional Fringe Benefit 35.1%	28,080.00	141,951.00	
<b>Subtotal Fringe Benefits</b>			<b>28,080.00</b>
<b>Communications, Supplies &amp; Equipment</b>			
CIBER Advisory Council	1,000.00		
CIBER Web Annual Maintenance	500.00		
<b>Subtotal Communications, Supplies &amp; Equipment</b>			<b>1,500.00</b>
<b>Administrative and Faculty Travel Support</b>			
CIBER Directors Annual Meeting Domestic Travel	5,000.00		
CIBER Associate Directors Annual Meeting Domestic Travel	3,000.00		
<b>Subtotal Administrative and Faculty Travel Support</b>			<b>8,000.00</b>
<b>Evaluation and Assessment</b>			
Assessment of Learning Methodology and Tool Design		10,000.00	
<b>Subtotal Evaluation and Assessment</b>			

### Authorized Activity 1:

**Be National Resource for Teaching Improved PB Techniques** PR# 140011

Global Scholars Diploma High School Program Co-sponsorship	2,000.00		
Global Curriculum Development Seminars to HS Teachers	2,000.00		

Line Item	Fed Year 1	OSU Year 1	Subtotal Fed Yr 1
<b>Authorized Activity 3:</b>			
<b>Provide Research/Training in International Trade/Commerce</b>			
National Center for Middle Market Research Collaboration		15,000.00	
Faculty Global Research Awards	30,000.00		
PhD Global Research Awards	10,000.00		
Micro-Enterprise Program Creation for Immigrant Groups	2,500.00		
<b>Subtotal Authorized Activity 3</b>			<b>42,500.00</b>

<b>Authorized Activity 4:</b>			
<b>Provide Student Training in which Center is located</b>			
Export Internship Program Expansion	3,000.00		
Global Aspect of Middle Market Business Course Creation	1,000.00		
Veteran Training in Trade and Commerce Program Creation	2,000.00		
UG Sustainable Business Global Lab: Denmark Course			
Personnel: Faculty - Tim Sword		7,500.00	
Personnel Fringe Benefit Rate 16.6%		1,245.00	
Travel: foreign (1 faculty and 1 resident director)	6,000.00		
UG Freshman Global Lab: Western Europe Course			
Personnel: Faculty Joyce Steffan		5,000.00	
Release Time Fringe 35.1%		1,755.00	
Travel: foreign (1 faculty + 1 resident director)	6,000.00		
UG Freshman Global Lab: Eastern Europe Course			
Personnel: Faculty Jim Oldroyd		14,750.00	
Fringe 29%		4,278.00	
Travel: foreign (1 faculty + 1 resident director)	6,000.00		
UG Emerging Markets Global Lab: Brazil Course			
Personnel: Faculty Tim Sword		7,500.00	
Fringe 16.6%		1,245.00	
Travel: foreign (1 faculty + 1 resident director)	6,000.00		
UG Marketing Global Lab: Singapore Course			
Personnel: Faculty Shashi Matta		14,750.00	
Release Time Fringe 29%		4,278.00	
Travel: foreign (1 faculty + 1 resident director)	6,000.00		
UG Logistics Global Lab: Poland/Czech Rep Course			
Personnel: Faculty Mike Knemeyer		14,750.00	
Release Time Fringe 29%		4,278.00	

Line Item	Fed Year 1	OSU Year 1	Subtotal Fed Yr 1
<b>Authorized Activity 6:</b>			
<b>Serve Other Faculty, Students, and Institutions of Higher Education in the Region</b>			
Ohio Community College International Network Expansion	500.00		
Columbus Sister City High School Cultural Outreach Program	500.00		
Faculty Development in Business: Africa Consortium	4,000.00		
Travel: (foreign) for Minority-Serving Institution	5,000.00		
Research Awards for MSI Faculty or PhD Students with focus on Southeast Asia, Sub-Sahara Africa		5,000.00	
Online Inventory of China, Brazil, Africa, Japan Resources	500.00		
National Knowledge Map Project (Temple University)	2,500.00		
Alleviating Poverty Through Entrepreneurship Summit	500.00		
National Summit for International Business Clubs	500.00		
National Association of Small Business International Trade Education (NASBITE)	500.00		
NASBITE Conference Travel Domestic	1,000.00		
National District Export Council (NDEC)	1,000.00		
NDEC Conference Travel Domestic	1,000.00		
Minority Business Council	500.00		
Columbus Council on World Affairs	1,000.00		
<b>Subtotal Activity 6</b>			<b>19,000.00</b>
<b>Total Direct Costs:</b>	<b>297,080.00</b>	<b>741,427.00</b>	
<b>Total Indirect Costs (8%):</b>	<b>23,766.40</b>	<b>59,314.16</b>	
<b>Total Costs 2014-2015:</b>	<b>320,846.40</b>	<b>800,741.16</b>	

## 2014-2018 Proposed CIBE Budget - YEAR 2

Line Item	Fed Year 2	OSU Year 2	Subtotal Fed Yr 2
<b>CORE ADMINISTRATION &amp; MANAGEMENT</b>			
<b>Core Personnel Salaries</b>			
Anil Makhija, Co-PI, 5% CY		14,824.00	
David Greenberger, Co-PI, 5% CY		10,659.00	
Kurtis Roush, Executive Director, 100% CY		122,431.00	
Joyce Steffan, UG and CIBER Director, 100% CY		74,491.00	
Heidi Eldred, Graduate Director, 100% CY		78,540.00	
Kozue Isozaki, Assistant Director 100% CY		60,512.00	
Zachery Grammel, Program Coordinator, 100% CY		36,414.00	
Nell Gerhart, Program Assistant, 100% CY		40,120.00	
Export Internship Program Coordinator To Be Hired, 100% CY	40,800.00		
Evaluation Coordinator To Be Hired (100% FTE) 66% CY	40,800.00		
<b>Subtotal Core Personnel</b>			<b>81,600.00</b>
<b>Fringe Benefits</b>			
Professional Fringe Benefit 29%		7,391.00	
Professional Fringe Benefit 35.1%	28,642.00	144,791.00	
<b>Subtotal Fringe Benefits</b>			<b>28,642.00</b>
<b>Communications, Supplies &amp; Equipment</b>			
CIBER Advisory Council	1,000.00		
CIBER Web Annual Maintenance	500.00		
<b>Subtotal Communications, Supplies &amp; Equipment</b>			<b>1,500.00</b>
<b>Administrative and Faculty Travel Support</b>			
CIBER Directors Annual Meeting Domestic Travel	5,000.00		
CIBER Associate Directors Annual Meeting Domestic Travel	3,000.00		
<b>Subtotal Administrative and Faculty Travel Support</b>			<b>8,000.00</b>
<b>Evaluation and Assessment</b>			
Assessment of Learning Methodology and Tool Design		10,000.00	
<b>Subtotal Evaluation and Assessment</b>			<b>-</b>

### Authorized Activity 1:

#### Be National Resource for Teaching Improved IB Techniques

PR/Award # P220A140011

Global Scholars Diploma High School Program Co-sponsorship	2,000.00		
Global Curriculum Development Seminars to HS Teachers	1,000.00		

Line Item	Fed Year 2	OSU Year 2	Subtotal Fed Yr 2
CIBE National Business Language Conference	2,000.00		
Travel to Business Language Conference	1,000.00		
<b>Subtotal Authorized Activity 2</b>			<b>24,000.00</b>

### Authorized Activity 3:

### **Provide Research/Training in International Trade/Commerce**

National Center for Middle Market Research Collaboration		15,000.00	
Faculty Global Research Awards	30,000.00		
PhD Global Research Awards	10,000.00		
Micro-Enterprise Program Creation for Immigrant Groups	2,500.00		
<b>Subtotal Authorized Activity 3</b>			<b>42,500.00</b>

### Authorized Activity 4:

**Provide Student Training in which Center is located**

Export Internship Program Expansion	3,000.00		
Global Aspect of Middle Market Business Course Creation	1,000.00		
Veteran Training in Trade and Commerce Program Creation	2,000.00		
UG Sustainable Business Global Lab: Denmark Course			
Personnel: Faculty - Tim Sword		7,500.00	
Personnel Fringe Benefit Rate 16.6%		1,245.00	
Travel: foreign (1 faculty and 1 resident director)	6,000.00		
UG Freshman Global Lab: Western Europe Course			
Personnel: Faculty Joyce Steffan		5,000.00	
Release Time Fringe 35.1%		1,755.00	
Travel: foreign (1 faculty + 1 resident director)	6,000.00		
UG Freshman Global Lab: Eastern Europe Course			
Personnel: Faculty Jim Oldroyd		14,750.00	
Fringe 29%		4,278.00	
Travel: foreign (1 faculty + 1 resident director)	6,000.00		
UG Emerging Markets Global Lab: Brazil Course			
Personnel: Faculty Tim Sword		7,500.00	
Fringe 16.6%		1,245.00	
Travel: foreign (1 faculty + 1 resident director)	6,000.00		
UG Marketing Global Lab: Singapore Course     PR/Award # P220A140011			
Personnel: Faculty Shashi Matta                         Page e172		14,750.00	
Release Time Fringe 29%		4,278.00	



Line Item	Fed Year 2	OSU Year 2	Subtotal Fed Yr 2
<b>Authorized Activity 5:</b>			
<b>Serve as Regional Resource to Businesses</b>			
Research to Expand Export Barriers		10,000.00	
Benchmark Global Business Indicators		10,000.00	
Supply Chain Resilience Tool Creation		5,000.00	
National Center for Middle Market Annual Summit Expansion		5,000.00	
<b>Subtotal Activity 5</b>			-

<b>Authorized Activity 6:</b>			
<b>Serve Other Faculty, Students, and Institutions of Higher Education in the Region</b>			
Ohio Community College International Network Expansion	500.00		
Columbus Sister City High School Cultural Outreach Program	500.00		
Faculty Development in Business: Africa Consortium	4,000.00		
Travel: (foreign) for Minority-Serving Institution	5,000.00		
Research Awards for MSI Faculty or PhD Students with focus on Southeast Asia, Sub-Sahara Africa		5,000.00	
Online Inventory of China, Brazil, Africa, Japan Resources	500.00		
National Knowledge Map Project (Temple University)	2,500.00		
Alleviating Poverty Through Entrepreneurship Summit	500.00		
National Summit for International Business Clubs	500.00		
National Association of Small Business International Trade Education (NASBITE)	500.00		
NASBITE Conference Travel Domestic	1,000.00		
National District Export Council (NDEC)	1,000.00		
NDEC Conference Travel Domestic	1,000.00		
Minority Business Council	500.00		
Columbus Council on World Affairs	1,000.00		
<b>Subtotal Activity 6</b>			<b>19,000.00</b>
<b>Total Direct Costs:</b>	<b>296,242.00</b>	<b>753,002.00</b>	
<b>Total Indirect Costs (8%):</b>	<b>23,699.36</b>	<b>60,240.16</b>	
<b>Total Costs 2014-2015:</b>	<b>319,941.36</b>	<b>813,242.16</b>	

## 2014-2018 Proposed CIBE Budget - YEAR 3

Line Item	Fed Year 3	OSU Year 3	Subtotal Fed Yr 3	Subtotal OSU Yr 3
<b>CORE ADMINISTRATION &amp; MANAGEMENT</b>				
<b>Core Personnel Salaries</b>				
Anil Makhija, Co-PI, 5% CY		15,121.00		
David Greenberger, Co-PI, 5% CY		10,873.00		
Kurtis Roush, Executive Director, 100% CY		124,880.00		
Joyce Steffan, UG and CIBER Director, 100% CY		75,981.00		
Heidi Eldred, Graduate Director, 100% CY		80,111.00		
Kozue Isozaki, Assistant Director 100% CY		61,723.00		
Zachery Grammel, Program Coordinator, 100% CY		37,143.00		
Nell Gerhart, Program Assistant, 100% CY		40,923.00		
Export Internship Program Coordinator To Be Hired, 100% CY	41,616.00			
Evaluation Coordinator To Be Hired (100% FTE) 66% CY	41,616.00			
<b>Subtotal Core Personnel</b>			<b>83,232.00</b>	
<b>Fringe Benefits</b>				
Professional Fringe Benefit 29%		7,539.00		
Professional Fringe Benefit 35.1%	29,215.00	147,688.00		
<b>Subtotal Fringe Benefits</b>			<b>29,215.00</b>	
<b>Communications, Supplies &amp; Equipment</b>				
CIBER Advisory Council	500.00			
CIBER Web Annual Maintenance	500.00			
<b>Subtotal Communications, Supplies &amp; Equipment</b>			<b>1,000.00</b>	
<b>Administrative and Faculty Travel Support</b>				
CIBER Directors Annual Meeting Domestic Travel	5,000.00			
CIBER Associate Directors Annual Meeting Domestic Travel	3,000.00			
<b>Subtotal Administrative and Faculty Travel Support</b>			<b>8,000.00</b>	
<b>Evaluation and Assessment</b>				
Assessment of Learning Methodology and Tool Design		10,000.00		
<b>Subtotal Evaluation and Assessment</b>			<b>-</b>	

### Authorized Activity 1:

#### Be National Resource for Teaching Improved IB Techniques

Global Scholars Diploma High School Program Co-sponsorship	1,000.00			
Global Curriculum Development Seminars to HS Teachers	1,000.00			

Line Item	Fed Year 3	OSU Year 3	Subtotal Fed Yr 3	Subtotal OSU Yr 3
CIBE National Business Language Conference	2,000.00			
Travel to Business Language Conference	1,000.00			
<b>Subtotal Authorized Activity 2</b>			<b>24,000.00</b>	

### Authorized Activity 3:

### **Provide Research/Training in International Trade/Commerce**

National Center for Middle Market Research Collaboration		15,000.00		
Faculty Global Research Awards	30,000.00			
PhD Global Research Awards	10,000.00			
Micro-Enterprise Program Creation for Immigrant Groups	2,500.00			
<b>Subtotal Authorized Activity 3</b>			<b>42,500.00</b>	

### Authorized Activity 4:

**Provide Student Training in which Center is located**

Export Internship Program Expansion	2,000.00			
Global Aspect of Middle Market Business Course Creation	500.00			
Veteran Training in Trade and Commerce Program Creation	2,000.00			
UG Sustainable Business Global Lab: Denmark Course				
Personnel: Faculty - Tim Sword		7,500.00		
Personnel Fringe Benefit Rate 16.6%		1,245.00		
Travel: foreign (1 faculty and 1 resident director)	6,000.00			
UG Freshman Global Lab: Western Europe Course				
Personnel: Faculty Joyce Steffan		5,000.00		
Release Time Fringe 35.1%		1,755.00		
Travel: foreign (1 faculty + 1 resident director)	6,000.00			
UG Freshman Global Lab: Eastern Europe Course				
Personnel: Faculty Jim Oldroyd		14,750.00		
Fringe 29%		4,278.00		
Travel: foreign (1 faculty + 1 resident director)	6,000.00			
UG Emerging Markets Global Lab: Brazil Course				
Personnel: Faculty Tim Sword		7,500.00		
Fringe 16.6%		1,245.00		
Travel: foreign (1 faculty + 1 resident director)	6,000.00			
UG Marketing Global Lab: Singapore Course     PR/Award # P220A140011				
Personnel: Faculty Shashi Matta                         Page e175		14,750.00		
Release Time Fringe 29%		4,278.00		

Line Item	Fed Year 3	OSU Year 3	Subtotal Fed Yr 3	S
<b>Authorized Activity 5:</b>				
<b>Serve as Regional Resource to Businesses</b>				
Research to Expand Export Barriers		10,000.00		
Benchmark Global Business Indicators		10,000.00		
Supply Chain Resilience Tool Creation		5,000.00		
National Center for Middle Market Annual Summit Expansion		5,000.00		
<b>Subtotal Activity 5</b>			-	

<b>Authorized Activity 6:</b>				
<b>Serve Other Faculty, Students, and Institutions of Higher Education in the Region</b>				
Ohio Community College International Network Expansion	2,000.00			
Columbus Sister City High School Cultural Outreach Program	500.00			
Faculty Development in Business: Africa Consortium	4,000.00			
Travel: (foreign) for Minority-Serving Institution	5,000.00			
Research Awards for MSI Faculty or PhD Students with focus on Southeast Asia, Sub-Sahara Africa		5,000.00		
Online Inventory of China, Brazil, Africa, Japan Resources	500.00			
National Knowledge Map Project (Temple University)	2,500.00			
Alleviating Poverty Through Entrepreneurship Summit	500.00			
National Summit for International Business Clubs	500.00			
National Association of Small Business International Trade Education (NASBITE)	500.00			
NASBITE Conference Travel Domestic	1,000.00			
National District Export Council (NDEC)	1,000.00			
NDEC Conference Travel Domestic	1,000.00			
Minority Business Council	1,000.00			
Columbus Council on World Affairs	1,000.00			
<b>Subtotal Activity 6</b>			<b>21,000.00</b>	
<b>Total Direct Costs:</b>	<b>297,447.00</b>	<b>764,811.00</b>		
<b>Total Indirect Costs (8%):</b>	<b>23,795.76</b>	<b>61,184.88</b>		
<b>Total Costs 2014-2015:</b>	<b>321,242.76</b>	<b>825,995.88</b>		

## 2014-2018 Proposed CIBE Budget - YEAR 4

Line Item	Fed Year 4	OSU Year 4	Subtotal Fed Yr 4	Subtotal OSU Yr 4
<b>CORE ADMINISTRATION &amp; MANAGEMENT</b>				
<b>Core Personnel Salaries</b>				
Anil Makhija, Co-PI, 5% CY		15,424.00		
David Greenberger, Co-PI, 5% CY		11,091.00		
Kurtis Roush, Executive Director, 100% CY		127,378.00		
Joyce Steffan, UG and CIBER Director, 100% CY		77,501.00		
Heidi Eldred, Graduate Director, 100% CY		81,714.00		
Kozue Isozaki, Assistant Director 100% CY		62,958.00		
Zachery Grammel, Program Coordinator, 100% CY		37,886.00		
Nell Gerhart, Program Assistant, 100% CY		41,742.00		
Export Internship Program Coordinator To Be Hired, 100% CY	42,449.00			
Evaluation Coordinator To Be Hired (100% FTE) 66% CY	42,449.00			
<b>Subtotal Core Personnel</b>			<b>84,898.00</b>	
<b>Fringe Benefits</b>				
Professional Fringe Benefit 29%		7,690.00		
Professional Fringe Benefit 35.1%	29,800.00	150,642.00		
<b>Subtotal Fringe Benefits</b>			<b>29,800.00</b>	
<b>Communications, Supplies &amp; Equipment</b>				
CIBER Advisory Council	1,000.00			
CIBER Web Annual Maintenance	500.00			
<b>Subtotal Communications, Supplies &amp; Equipment</b>			<b>1,500.00</b>	
<b>Administrative and Faculty Travel Support</b>				
CIBER Directors Annual Meeting Domestic Travel	5,000.00			
CIBER Associate Directors Annual Meeting Domestic Travel	3,000.00			
<b>Subtotal Administrative and Faculty Travel Support</b>			<b>8,000.00</b>	
<b>Evaluation and Assessment</b>				
Assessment of Learning Methodology and Tool Design		10,000.00		
<b>Subtotal Evaluation and Assessment</b>			<b>-</b>	

### Authorized Activity 1:

#### Be National Resource for Teaching Improved IB Techniques

Global Scholars Diploma High School Program Co-sponsorship	1,000.00			
Global Curriculum Development Seminars to HS Teachers	1,000.00			

Line Item	Fed Year 4	OSU Year 4	Subtotal Fed Yr 4	Subtotal OSU Yr 4
CIBE National Business Language Conference	2,000.00			
Travel to Business Language Conference	1,000.00			
<b>Subtotal Authorized Activity 2</b>			<b>17,000.00</b>	

### Authorized Activity 3:

### **Provide Research/Training in International Trade/Commerce**

National Center for Middle Market Research Collaboration		15,000.00		
Faculty Global Research Awards	30,000.00			
PhD Global Research Awards	10,000.00			
Micro-Enterprise Program Creation for Immigrant Groups	2,500.00			
<b>Subtotal Authorized Activity 3</b>			<b>42,500.00</b>	

### Authorized Activity 4:

Center	Provide Student Training in which Center is located
Center for Health Equity Promotion	Healthcare Administration, Healthcare Management, Public Health, Community Health, Health Communication, Health Behavior, Health Policy, Health Law, Health Economics, Health Services Research, Health Systems Research, Health Care Delivery Research, Health Care Quality Improvement, Health Care Access, Health Care Equity, Health Care Disparities, Health Care Innovation, Health Care Reform, Health Care Regulation, Health Care Financing, Health Care Insurance, Health Care Coverage, Health Care Costs, Health Care Expenses, Health Care Expenditures, Health Care Spending, Health Care Budgeting, Health Care Accounting, Health Care Auditing, Health Care Compliance, Health Care Ethics, Health Care Governance, Health Care Leadership, Health Care Management, Health Care Organization, Health Care Planning, Health Care Development, Health Care Evaluation, Health Care Monitoring, Health Care Assessment, Health Care Research, Health Care Education, Health Care Training, Health Care Professionalism, Health Care Competency, Health Care Accreditation, Health Care Certification, Health Care Licensure, Health Care Registration, Health Care Credentialing, Health Care Privileging, Health Care Indemnification, Health Care Malpractice, Health Care Liability, Health Care Risk Management, Health Care Safety, Health Care Security, Health Care Privacy, Health Care Confidentiality, Health Care Integrity, Health Care Honesty, Health Care Transparency, Health Care Accountability, Health Care Responsibility, Health Care Commitment, Health Care Dedication, Health Care Passion, Health Care Enthusiasm, Health Care Energy, Health Care Motivation, Health Care Inspiration, Health Care Creativity, Health Care Innovation, Health Care Entrepreneurship, Health Care Social Enterprise, Health Care Social Impact, Health Care Social Responsibility, Health Care Social Justice, Health Care Social Change, Health Care Social Movement, Health Care Social Activism, Health Care Social Advocacy, Health Care Social Empowerment, Health Care Social Inclusion, Health Care Social Participation, Health Care Social Engagement, Health Care Social Interaction, Health Care Social Connection, Health Care Social Support, Health Care Social Network, Health Care Social Capital, Health Care Social Trust, Health Care Social Cohesion, Health Care Social Solidarity, Health Care Social Resilience, Health Care Social Sustainability, Health Care Social Well-being, Health Care Social Welfare, Health Care Social Prosperity, Health Care Social Happiness, Health Care Social Satisfaction, Health Care Social Fulfillment, Health Care Social Meaning, Health Care Social Purpose, Health Care Social Contribution, Health Care Social Legacy, Health Care Social Impact, Health Care Social Change, Health Care Social Movement, Health Care Social Activism, Health Care Social Advocacy, Health Care Social Empowerment, Health Care Social Inclusion, Health Care Social Participation, Health Care Social Engagement, Health Care Social Interaction, Health Care Social Connection, Health Care Social Support, Health Care Social Network, Health Care Social Capital, Health Care Social Trust, Health Care Social Cohesion, Health Care Social Solidarity, Health Care Social Resilience, Health Care Social Sustainability, Health Care Social Well-being, Health Care Social Welfare, Health Care Social Prosperity, Health Care Social Happiness, Health Care Social Satisfaction, Health Care Social Fulfillment, Health Care Social Meaning, Health Care Social Purpose, Health Care Social Contribution, Health Care Social Legacy.

Export Internship Program Expansion	5,000.00			
Global Aspect of Middle Market Business Course Creation	1,000.00			
Veteran Training in Trade and Commerce Program Creation	2,000.00			
UG Sustainable Business Global Lab: Denmark Course				
Personnel: Faculty - Tim Sword		7,500.00		
Personnel Fringe Benefit Rate 16.6%		1,245.00		
Travel: foreign (1 faculty and 1 resident director)	6,000.00			
UG Freshman Global Lab: Western Europe Course				
Personnel: Faculty Joyce Steffan		5,000.00		
Release Time Fringe 35.1%		1,755.00		
Travel: foreign (1 faculty + 1 resident director)	6,000.00			
UG Freshman Global Lab: Eastern Europe Course				
Personnel: Faculty Jim Oldroyd		14,750.00		
Fringe 29%		4,278.00		
Travel: foreign (1 faculty + 1 resident director)	6,000.00			
UG Emerging Markets Global Lab: Brazil Course				
Personnel: Faculty Tim Sword		7,500.00		
Fringe 16.6%		1,245.00		
Travel: foreign (1 faculty + 1 resident director)	6,000.00			
UG Marketing Global Lab: Singapore Course PR/Award # P220A140011				
Personnel: Faculty Shashi Matta Page e178		14,750.00		
Release Time Fringe 29%		4,278.00		

Line Item	Fed Year 4	OSU Year 4	Subtotal Fed Yr 4	Subtotal OSU Yr 4
<b>Authorized Activity 5:</b>				
<b>Serve as Regional Resource to Businesses</b>				
Research to Expand Export Barriers		10,000.00		
Benchmark Global Business Indicators		10,000.00		
Supply Chain Resilience Tool Creation		5,000.00		
National Center for Middle Market Annual Summit Expansion		5,000.00		
<b>Subtotal Activity 5</b>			-	
<b>Authorized Activity 6:</b>				
<b>Serve Other Faculty, Students, and Institutions of Higher Education in the Region</b>				
Ohio Community College International Network Expansion	1,000.00			
Columbus Sister City High School Cultural Outreach Program	1,000.00			
Faculty Development in Business: Africa Consortium	4,000.00			
Travel: (foreign) for Minority-Serving Institution	5,000.00			
Research Awards for MSI Faculty or PhD Students with focus on Southeast Asia, Sub-Sahara Africa		5,000.00		
Online Inventory of China, Brazil, Africa, Japan Resources	500.00			
National Knowledge Map Project (Temple University)	2,500.00			
Alleviating Poverty Through Entrepreneurship Summit	1,000.00			
National Summit for International Business Clubs	1,000.00			
National Association of Small Business International Trade Education (NASBITE)	500.00			
NASBITE Conference Travel Domestic	1,000.00			
National District Export Council (NDEC)	1,000.00			
NDEC Conference Travel Domestic	1,000.00			
Minority Business Council	1,000.00			
Columbus Council on World Affairs	1,000.00			
<b>Subtotal Activity 6</b>			<b>21,500.00</b>	
<b>Total Direct Costs:</b>				
	<b>297,198.00</b>	<b>776,855.00</b>		
<b>Total Indirect Costs (8%):</b>				
	<b>23,775.84</b>	<b>62,148.40</b>		
<b>Total Costs 2014-2015:</b>				
	<b>320,973.84</b>	<b>839,003.40</b>		

## 2014-2018 Proposed CIBE Budget - Summary

	Fed Year 1	OSU Year 1	Fed Year 2	OSU Year 2	Fed Year 3	OSU Year 3	Fed Year 4
Personnel	80,000.00	493,651.00	81,600.00	502,241.00	83,232.00	511,005.00	83,232.00
Fringe Benefits	28,080.00	166,276.00	28,642.00	169,261.00	29,215.00	172,306.00	29,215.00
Travel: Foreign	51,000.00	-	50,500.00	-	49,000.00	-	49,000.00
Travel: Domestic	13,000.00	-	13,000.00	-	13,000.00	-	13,000.00
Supplies	3,000.00	-	3,000.00	-	2,500.00	-	2,500.00
Other	122,000.00	81,500.00	119,500.00	81,500.00	120,500.00	81,500.00	120,500.00
Total Direct Costs	297,080.00	741,427.00	296,242.00	753,002.00	297,447.00	764,811.00	297,447.00
Total Indirect Costs	23,766.40	59,314.16	23,699.36	60,240.16	23,795.76	61,184.88	23,795.76
Total Costs	320,846.40	800,741.16	319,941.36	813,242.16	321,242.76	825,995.88	321,242.76



**U.S. DEPARTMENT OF EDUCATION  
BUDGET INFORMATION  
NON-CONSTRUCTION PROGRAMS**

OMB Number: 1894-0008  
Expiration Date: 04/30/2014

Name of Institution/Organization

The Ohio State University

Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.

**SECTION A - BUDGET SUMMARY  
U.S. DEPARTMENT OF EDUCATION FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	80,000.00	81,600.00	83,232.00	84,898.00		329,730.00
2. Fringe Benefits	28,080.00	28,642.00	29,215.00	29,800.00		115,737.00
3. Travel	64,000.00	63,500.00	62,000.00	62,000.00		251,500.00
4. Equipment						
5. Supplies	3,000.00	3,000.00	2,500.00	3,000.00		11,500.00
6. Contractual						
7. Construction						
8. Other	122,000.00	119,500.00	120,500.00	117,500.00		479,500.00
9. Total Direct Costs (lines 1-8)	297,080.00	296,242.00	297,447.00	297,198.00		1,187,967.00
10. Indirect Costs*	23,766.00	23,699.00	23,796.00	23,776.00		95,037.00
11. Training Stipends						
12. Total Costs (lines 9-11)	320,846.00	319,941.00	321,243.00	320,974.00		1,283,004.00

**\*Indirect Cost Information (To Be Completed by Your Business Office):**

If you are requesting reimbursement for indirect costs on line 10, please answer the following questions:

(1) Do you have an Indirect Cost Rate Agreement approved by the Federal government? ☒ Yes ☐ No

(2) If yes, please provide the following information:

Period Covered by the Indirect Cost Rate Agreement: From: 2012-07-01-04 To: 2016-06-30-04 (mm/dd/yyyy)

Approving Federal agency: ☐ ED ☒ Other (please specify): DHHS

The Indirect Cost Rate is 8.00 %.

(3) For Restricted Rate Programs (check one) -- Are you using a restricted indirect cost rate that:

☐ Is included in your approved Indirect Cost Rate Agreement? or, ☐ Complies with 34 CFR 76.564(c)(2)? The Restricted Indirect Cost Rate is %.

Name of Institution/Organization	Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.	
The Ohio State University		

**SECTION B - BUDGET SUMMARY  
NON-FEDERAL FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	493,651.00	502,241.00	511,005.00	519,944.00		2,026,841.00
2. Fringe Benefits	166,276.00	169,261.00	172,306.00	175,411.00		683,254.00
3. Travel						
4. Equipment						
5. Supplies						
6. Contractual						
7. Construction						
8. Other	81,500.00	81,500.00	81,500.00	81,500.00		326,000.00
9. Total Direct Costs (lines 1-8)	741,427.00	753,002.00	764,811.00	776,855.00		3,036,095.00
10. Indirect Costs	59,314.00	60,240.00	61,185.00	62,148.00		242,887.00
11. Training Stipends						
12. Total Costs (lines 9-11)	800,741.00	813,242.00	825,996.00	839,003.00		3,278,982.00

**SECTION C - BUDGET NARRATIVE (see instructions)**

U.S. DEPARTMENT OF EDUCATION  
SUPPLEMENTAL INFORMATION  
FOR THE SF-424

OMB Number: 1894-0007  
Expiration Date: 07/31/2014

**1. Project Director:**

Prefix:	First Name:	Middle Name:	Last Name:	Suffix:
<input type="text"/>	Anil	K	Makhi ja	<input type="text"/>

Address:

Street1:	2100 Neil Avenue
Street2:	<input type="text"/>
City:	Columbus
County:	Franklin
State:	OH: Ohio
Zip Code:	43210-1016
Country:	USA: UNITED STATES

Phone Number (give area code)	Fax Number (give area code)
<input type="text"/>	<input type="text"/>

Email Address:

<input type="text"/>
----------------------

**2. Novice Applicant:**

Are you a novice applicant as defined in the regulations in 34 CFR 75.225 (and included in the definitions page in the attached instructions)?

☐ Yes ☒ No ☐ Not applicable to this program

**3. Human Subjects Research:**

a. Are any research activities involving human subjects planned at any time during the proposed project Period?

☐ Yes ☒ No

b. Are ALL the research activities proposed designated to be exempt from the regulations?

☐ Yes Provide Exemption(s) #:

<input type="text"/>
----------------------

☐ No Provide Assurance #, if available:

<input type="text"/>
----------------------

c. If applicable, please attach your "Exempt Research" or "Nonexempt Research" narrative to this form as indicated in the definitions page in the attached instructions.

<input type="text"/>	Add Attachment	Delete Attachment	View Attachment
----------------------	----------------	-------------------	-----------------